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The Cornell

HOTEL AND RESTAURANT ADMINISTRATION

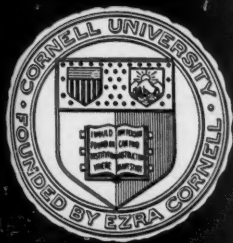
Quarterly

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SCHOOL OF HOTEL ADMINISTRATION • CORNELL UNIVERSITY • ITHACA, N.Y.

New Faculty Members at Cornell

PROFESSOR MATTHEW BERNATSKY, former Director of the School of Hotel and Restaurant Management at Denver University, joined the faculty of the Cornell School of Hotel Administration on September 1, 1960. For the past ten years, he conducted summer short courses at Cornell and was in charge of the Chef's Teacher-Training Program underwritten by The Statler Foundation.



An internationally known food consultant, Professor Bernatsky was born in Budapest, Hungary, the son of Dr. Jenő Bernatsky, a professor of botany at the University of Budapest. After serving an apprenticeship in the Ritz Hotel, Budapest, he became, at the age of 20, the chef for the famous Paris-Bucharest Orient Express. Eager to increase his knowledge of food, the youthful Bernatsky next worked as chef in leading hotels in Europe and the United States.

During World War II, Professor Bernatsky wrote the *Cooking Manual for the Maritime Service* and was in charge of the cook's training program on Catalina Island. After thus serving his adopted country, he reorganized the food and beverage service in the Radisson Hotel, Minneapolis, and in the Hotel LaSalle, Chicago, before joining Denver University's program in hotel and restaurant management.

In addition to being a food consultant and educator, Professor Bernatsky is well known as a lecturer and writer. For many years he has conducted a page in the *Texas Hotel Review*, "Bernatsky Says," as well as contributing to other trade publications. He is Past-President and presently Chairman of the Board of the National Council on Hotel and Restaurant Education.

Professor and Mrs. Bernatsky (the former Helen Dixon of Boston) have bought a home with acreage overlooking Cayuga Lake on Trumansburg Road. He plans to continue his career as a food consultant and writer in addition to conducting courses in the School of Hotel Administration and in its Summer Program of Short Courses.



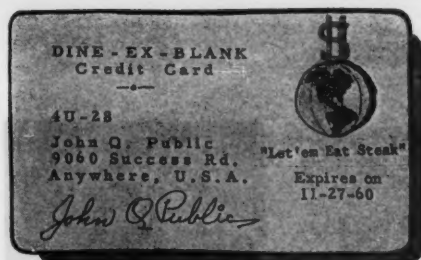
PROFESSOR PAUL R. BROTEN, formerly associate professor in Hotel Engineering at Cornell, returned to the faculty as full professor on September 1, 1960, after three years with Sheraton Hotels Corporation as Supervising Engineer. His work with Sheraton involved new construction, renovation, and the operation of engineering departments throughout the company's 56 branches.

Among recent activities, Professor Broten supervised work for the new Sheraton-Tel Aviv Hotel and various projects concerned with construction, air conditioning, elevator conversion, and similar matters, in Washington, D.C., New York City, Chicago, Montreal, and other cities throughout United States and Canada.

During World War II, Professor Broten served with the U.S. Marine Corps and was recalled as a captain during the Korean conflict. He obtained his bachelor's and master's degree in mechanical engineering at Cornell. Among his activities and memberships are the American Society of Mechanical Engineers, the Cornell Society of Engineers, Ye Hosts, and the First Presbyterian Church of Ithaca.

Professor and Mrs. Broten (the former Janice McClay of Barker, New York) have two children — Jim and Karen. Recently they purchased a home at 217 Highgate Road, Cayuga Heights Village.

What is your opinion of Credit Cards?



Three major credit card plans have been made available to hotel men and restaurateurs from 2 to 10 years. These credit card plans have been subscribed to by thousands of hotel and restaurant operators and used by millions of card holders.

Trade publications have published many "Pros" and "Cons" regarding credit cards. *Restaurant Management* published in October, 1959, its findings of a ten-month study on the use, advantages, and disadvantages of doing credit card business. The Editor's conclusion is that credit cards are an approved method of building business volume—they give the customer what he wants.

This worthwhile study of *Restaurant Management* should be brought up to date, now that American Express and Carte Blanche have been in the field for one year longer. Moreover, we feel that the study should be extended to include hotels, motels, and other businesses numbered among *The Quarterly's* subscribers.

SINCE CREDIT CARDS SEEM TO BE HERE TO STAY—

What Improvements and Changes do you feel should be made?

The Quarterly is asking its 3,000+ subscribers to register their opinions.

The questionnaire attached with a perforated fold gives you an opportunity to register your opinion with a non-commercial, non-biased Research Bureau. The results will be compiled. The three large credit card companies will have an opportunity to tell their side of the story.

A report of the results will be published in the February number of the *Cornell Hotel & Restaurant Administration Quarterly*.

Fill in the Survey Form • Detach it • Fold as instructed

Mail before November 27, 1960

An Editorial . . .

The governmental affairs committee of the American Hotel Association and the National Restaurant Association, led by such men as Arthur Packard and Admiral George LeSauvage, have struggled valiantly to maintain in their respective industries the old-time, person-to-person relationship between the worker and his employer, between the manager and his helper. But the trend of developments in our society at large, the strength of the liberal political movement, the advancing tide of unionism are inducing important changes in the labor relations of the service industries.



Opinions may differ with respect to the merits of the changes. Many will look back with nostalgia to the days when boss and helper worked side by side to achieve a common goal of personalized service to the guest and customer, when each stood ready to aid the other in time of stress. Others may feel that the service industries can no longer hold on to a patriarchal labor system, that they must come abreast of the times in labor relations if they are to compete successfully for their necessary share of the competent working force. These observers may believe that it will be well for the service industries to face higher individual payroll rates, thereby getting and holding good personnel, and then to try to hold down costs by careful selection and training of efficient personnel—employees who may be better paid but who can be expected to be more productive.

Whatever the causes of the changes, whatever their merits or their demerits, two significant facts stand out: hotel and restaurant men are going to be more and more concerned with unions and negotiations with unions; and payroll rates are going to continue to increase.

The Quarterly is glad to bring to its readers with this issue significant articles dealing with employer-union relationships and dealing with the problems of attracting and training more effective personnel, all to the end that the worker can continue to improve his living and working conditions, to the end that the customer can enjoy good or better service, and to the end that the operator can still stay in business. And the editors are glad to acknowledge the leadership of Professor Gerald W. Lattin, teacher of hotel personnel at Cornell, in developing these articles.

The American Hotel Association Convention

A noteworthy feature of the recent convention of the American Hotel Association in Puerto Rico was the presence of a large and cosmopolitan delegation from the International Hotel Association. It pointed up the gradual increase in international activity among American hotel men in recent years, an increase that has been ably fostered by such past presidents of the AHA as Franklin Moore and Albert Pick. It points up also the increased interest among hotel men overseas in the American approach to hotel operation.

Only a few generations ago the standards of hotel operation in the United States were far below those of Europe, so much so that distinguished writers like Charles Dickens could visit this country and regale their countrymen at home with humorous (and not too kindly) reports of their misadventures in the crudely operated inns and hotels of the "colonies." And the few really good metropolitan de luxe hotels of this country, even well into the present century, were operated and largely staffed by European hoteliers.

It was not until E. M. Statler arrived on the scene with his more strictly American ideas of design and service ("A room and a bath for a dollar and a half"; "The guest is always right"; "No tipping for unsolicited service" — your morning's paper under the door and your ice water at the tap) that American notions of hotel operation began to attract attention from overseas.

Similarly, Chicago's great restaurant exposition attracted restaurateurs from all over the world. Similarly, the Stouffers and the Marriotts, the Hardings, the Montagues, and the Slaters have given foreign dining-room operators something to think about.

The Swiss can perhaps claim still to be the great international hotelkeepers and restaurateurs. And their brethren from Germany, Italy, Holland, and France may rank right beside them. But evidence increases that in some respects at least American ideas of hotel and restaurant design and operation are beginning to challenge that superiority. The successes of such international operators as Hilton, Intercontinental, Sheraton, Western, and Knott, even though they staff generously with Europeans, is an indication in point.

Another indication is the growing attendance of Europeans and Asiatics at American hotel and restaurant schools. This year's entering class at the School of Hotel Administration at Cornell includes 23 students from 15 different foreign countries, including important tourist centers like Switzerland, Germany, Italy, Holland, and Japan.

Hotel Problems Are International

Why this expanding interest in American hotel and restaurant operation? Many reasons might be cited. But one important explanation is the fact that the problems the European is now beginning to face are problems that Americans have dealt with for some decades. He wants to know our answers. Although payroll rates in most other countries continue still well below ours, they are steadily increasing. It costs much more now to provide a maid, a porter, a waiter, and a bellboy for each small floor through eighteen or twenty hours a day than it used to. The floor pantry in this country virtually went out with the old Waldorf-Astoria. The Europeans are now finding it too expensive, too, and they need to know how you organize to approximate the service without it. Even in Europe it costs much more now to provide the runners and the cooks to maintain the personalized service of the de luxe restaurant. How do you meet that problem? How do you reduce staff and keep up service? By better design and layout? By better, quicker staff training? By using more and better equipment? By using prefabricated cuts, prepared mixes, pre-fixed fruit juices, fruit sections, and reconstituted dried or frozen items?

At last it is being realized that the American hotelier and restaurateur has some ideas and techniques to offer his colleagues overseas. And as a result, this country is receiving more and more delegations from abroad.

It has always been realized that hotel and restaurant men constitute the first contact for the visitor from abroad. In any country they are the first hosts. Since their business depends on travel; and since travel requires peace; and since peace depends on understanding, and understanding on contacts, hotel and restaurant men by and large are great proponents of peace. In the best sense of the word, they are the genuine pacifists.

So, today when we live in a world of tension, in a time when peace is threatened from each day to the next, in a time when good neighborliness and mutual understanding are critically important, American hotel and restaurant men can be proud of the part they are playing in international understanding, can be proud that they have something to offer in an interchange of technical skills, can be glad to have their friends and colleagues from overseas call on them for ideas. May their influence continue to be helpful in the case of peace!

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Dean, School of Hotel Administration

The Cornell

HOTEL AND RESTAURANT ADMINISTRATION

Quarterly

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THE CORNELL HOTEL AND RESTAURANT ADMINISTRATION QUARTERLY is devoted to disseminating technical knowledge and research relating to hotels, motels, restaurants, clubs, industrial feeding, hospitals, and institutions generally.



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*The opinions expressed herein are those of authors
and not necessarily those of Cornell University.*

What can management expect from the unions in the next one to five years?

Trends in Union-Management Relations



Professor Robert A. Beck

THE OUTLOOK

Unions will ask for

- more pay
- more fringe benefits
- more paid holidays
- more favorable legislation
- and try to organize new areas.

Unions will encounter

- more resistance because of the cost-price squeeze
- a demand for higher production
- increased mechanization to offset higher wages
- declining membership
- threatened withdrawal of Negroes to form own unions.

*Robert A. Beck, Ph.D.
Professor in Hotel Administration
Cornell University*

When forecasting for the future, one usually checks past performance. In predicting what management might expect from unions in the next one to five years, it might be well to consider briefly some past developments in the labor-management field of the hotel industry.

Early Days

Originally the hotel or inn was a small family establishment, and the employer-employee relationship was a domestic one. With the increase in size and complexity of the hotels of later years, however, the close, human relationship was lost.

Time was, within the memory of living persons, when all business was small business. The typical shoe manufacturer, for example, had perhaps fifty employees. He knew them all. He owned and managed the business, the financial risk was his. . . .

Then came the era of industrial expansion, consolidations, stock ownership and absentee management. The owner-manager-neighbor vanished. The manager, bound to make profits regardless of other human considerations appeared. . . . Getting capital, extending operations, improving machinery, pushing sales in increasing volume, making big profits — this was management. The wage earner was a Money Maker in the business; so regarded, he naturally was not slow to inquire — what is there in it for me? Since it looked as if there was nothing to be gained but money, he concluded, "I'll get all I can."¹

Efforts on the part of hotel workers to organize and gain recognition in the early years were weak and sporadic. They were faced on the one hand by internal dissension and on the other by the pervading philosophy of the hotel man that the hotel business was unorganizable mainly due to the nature of the business itself.

The hours of labor must be such as its patrons demand, and it is one of providing food and lodging such as either the traveler or the permanent guest obtains in his home. The hours must be such as the individual is accustomed to, for you cannot force guests to change their habitual meal hours, nor make regulations as to the hour of retiring or arising. In other words, you cannot confine the hours of opening and closing a hotel to the hours of manufacturing or a mercantile business. Many a hotel manager and proprietor wishes he could.²

¹ Walter I. Hamilton, *Employer-Employee Relations in Hotels*, pp 31-32.

² W. W. Davis, "Why Hotels Should be Exempt from Certain Labor Legislation," *The Hotel Monthly*, Vol. 24, No. 276, March 1916, p. 36.

The hotel business was not an industrial one; it was a domestic one — so maintained the hotel men of the day.

In the early 1900's, it should be noted, the working man was taken for granted as little more than another commodity of business. This philosophy was not necessarily confined merely to the hotel business, but to all industry as well. The twelve-hour day, the seven-day work week were considered inevitable. It was accepted by almost everyone. These were the conditions in the early days and even in the later periods that faced the hotel worker. What did he do to attempt to better his lot?

First Unions

The first attempts by hotel workers to organize began with worker "societies" — mainly fraternal organizations composed of cooks and waiters and grouped by nationalities. These organizations did little in the way of agitating for unionism — comradeship and fraternalism was their main purpose.

Culinary Workers. Nevertheless, these societies set the stage for the first trade union in the hotel field; in 1866 the first culinary workers' union was formed.

Waiters and Bartenders. In 1891 the Waiters' and Bartenders' National Union was formed. In 1898 the name was officially changed to the Hotel and Restaurant Employees' International Alliance and Bartenders' International League of America.

For the next ten years the affairs of this union were given over to the problem of various groups within trying to wrest control of the organization. Funds were misappropriated, and the internal affairs of the union were completely disrupted. The result was the removal and expulsion by the National Union of the guilty parties who made off with all the records of the organization and attempted unsuccessfully to set up an independent union.

By 1902 affairs were again running smoothly and membership had skyrocketed to 18,000. Membership continued to grow and by 1904 had climbed to 50,000. As a result of the so-called "open shop" movement, membership dropped to below 40,000, where it remained stabilized until the advent of prohibition. Little or no effort was made to organize the unskilled hotel workers. Cooks, waiters, and bartenders continued to be the main bulk of workers organized in the hotel field.

Chain Hotels. Meanwhile, the hotel business had been growing. Chain hotels were now in operation and the workers faced a new problem in their attempt to organize:

Now absentee ownership was developing and negotiations had to be carried on with a resident manager who simply carried out instructions. A chain hotel which made profits in one city could afford to finance a strike in one of its hotels in another city. The old style proprietor could not depend upon such financial support and was thus apt to settle more quickly.³

Amalgamated Food Workers. In the meantime, the Trade Union Educational League, under the direction of William Z. Foster was attempting to convince the leaders of the AFL that more progressive measures should be taken. Among these measures was the organization of unskilled workers on an industrial rather than a craft basis. In the catering industry, this took the form of an amalgamation of all the workers in the food industry into one big union.

And thus was born the Amalgamated Food Workers of America. Each major city had its branch of the Union which in turn was affiliated with the Trade Union Educational League. Since this Union tended to include elements of the left-wing, it came under fire from the AFL and eventually disappeared from the scene as the AFL ousted Foster and his TUEL.

Depression Years. In the interim, the Hotel and Restaurant Employees' and Bartenders' International Union was losing headway. By 1932 membership had dropped to 27,000 and the International had reached its lowest point since 1903.

Recent Times

In 1934 prohibition was repealed and the next year saw the passage of the National Labor Relations Act which opened the door for labor.

Basically, this Act, popularly known as the Wagner Act, stated that employees had the right to organize and bargain collectively through representatives of their own choosing, free from employer interference, as specifically outlined in Section 8 of this Act. While this legislation applied only to industries engaged in interstate commerce, the effect of furthering organized labor was universally felt.

Many states, too, adopted labor laws modeled on the Wagner Act and, therefore, many hotel unions felt the direct benefit of such laws. As a

³ Jay Rubin and M. J. Obermeier, *Growth of a Union*, p. 123.

result, things began to pick up, and by 1937 membership in the H&RE & BIU had soared to almost 200,000.

Economic Improvement

Although the United States has experienced several periods of economic recession since 1937, business, in general, has steadily improved. In the hotel industry, accordingly, sales per available room has increased from \$1,848.00 in 1940 to \$5,428.00 in 1959⁴. (This, however, represents an inflationary amount. Based on the 1939 dollar, the 1959 figure would be only \$2,290.00 or a 26% increase over 1940⁵.) Profits per room have also increased during the same period from \$70.00 to \$700.00.

If business in general continues as it has, it is likely that this trend will continue in the hotel industry. It must be borne in mind, though, that hotels are limited as to income producing space. A hotel has only a certain number of rooms and certain space accorded to dining and bar facilities.

Hotel Income

Unlike a producing or merchandising industry, the hotel industry cannot produce or sell more goods. It has rooms, food, beverages and service to sell and only a limited area in which to do this. Rooms or floor space cannot be added as easily or as handily as the steel or automotive industries can increase production.

Percent occupancy, of course, has averaged only about 77% over the past twenty years, but since the peak of 92% was reached in 1946, percent occupancy has dropped steadily to a figure of 68% for 1959. During this period of declining occupancy, room rates have increased from \$4.68 per room in 1946 to \$10.39 in 1959⁶. When will the point of saturation be reached?

Worker's Gains

It is difficult to give a general picture of the "bread and butter" gains made by hotel workers since unionization began, because these items vary considerably from area to area.

Suffice to say that in the period 1900-1959 unions have gained for the hotel employees the 40 to 48 hour week with premium pay for hours

in excess of this work week. Many fringe benefits such as insurance, hospitalization, and medical care are now the rule rather than the exception. Pension programs, although not widely adopted in the hotel industry, are on the increase.

Cash wages to employees have also risen considerably to a point where they now represent 42% of the sales dollar. During the period 1939-1959, for instance, payroll costs have risen some 264%⁷.

The Outlook

Now, what lies ahead? Based on past performance, and with many hotels, motels, motor inns and such having just been completed or in the process of building, many hotel men are optimistic as to their industry's future.

Profit Picture

But the profit squeeze is on. As previously noted, occupancy is declining, room rates are increasing, and the payroll costs and related expenses are climbing.

Since labor, in most instances, is his highest single cost, the hotel man looks to ways of cutting this cost. Studies of ways of implementing automatic devices have been under way for some time. Efforts to forecast future business from week to week and to adjust work forces accordingly have been in operation and will continue to be so.

In the past, the union leader has been able to say, "We want, we want," and he has received. To date the hotel man has managed to stay ahead only by constantly attempting to increase revenues, and by keeping continuously on the alert to food, beverage and related costs.

Added to this, he has been able to inflict on the long suffering public a series of increased room rates representing a total rise of some 120%. He has spared no effort in implementing cost-saving devices and attempting to pare payroll where ever he can.

Many of the hotel union leaders came up through the ranks during the 1930's and 1940's and are conditioned only to ask for and receive—if not all they asked, at least a major portion. The union official, in my opinion, must now learn to *give* instead of *get*. I believe that the hotel man is ready to risk a strike rather than accede to the union demands to the point that he has done in the past.

⁴ Harris, Kerr, Forster and Company, *Trends in the Hotel Business* 1959, p. 6.

⁵ *Ibid.*, p. 7.

⁶ *Ibid.*, p. 2.

⁷ *Ibid.*, p. 11.

More Fringe Benefits

As the squeeze tightens on payroll, unions will be asking for additional fringe benefits. For example, during the last negotiating session between the Hotel Association of New York City and the New York Hotel Trades Council representing ten local unions and some 35,000 hotel workers, the thirty-five hour week has been introduced for certain classifications of hotel workers involved in the engineering departments of New York City hotels. These working hours have now been introduced in one segment of the hotel industry. Why not others?

The practice of granting vacations with pay to employees in union hotels is widespread. The length of such vacations vary, but at least one week is almost universally accepted. There are many contracts containing provision for two weeks, and in some instances the three-week vacation with pay has been instituted. In my opinion, those hotels now enjoying contracts providing for one week only will be faced with demands for additional vacation time.

Provisions for paid holidays, too, are on the increase. At present, they range from no holidays to as many as eight or nine, with an average of about four or five. Here is another area where there may be increased union activity.

More Legislation

The direct efforts of hotel union leaders to secure gains for their membership at the bargaining table are very important to the hotel man. But of equal importance will be efforts of organized labor to push for favorable legislation.

The recent defeat in August of the so-called Kennedy-Roosevelt Bill to increase the minimum wage and to extend the coverage of the Fair Labor Standards Act to an additional 5,000,000 workers (including those in the hotel industry) does not mean that labor will stop trying. Indeed, it means that there will undoubtedly be more activity on the part of organized labor to see that such legislation is passed just as hotels, too, will attempt to preserve their status.

Regardless of the outcome of the Presidential election, labor, in my opinion, will find a more "liberal"-minded administration in Washington for at least the next four years.

Supreme Court Decision

The Supreme Court's decision in January of 1959 to give the National Labor Relations Board

jurisdiction in certain areas of the hotel industry (hotels and motels who do a gross annual business of \$500,000) is also certain to bring increased union activity in the organizational field.

At present, for example, the H&RE & BIU is attempting to organize the hotels and clubs of Houston, one of the largest cities in the heretofore "right-to-work" state of Texas.

Success in Miami and Miami Beach, another "right-to-work" area, with the NLRB intercession as upheld by the Supreme Court will undoubtedly lead the hotel unions to attempt further organizational drives in the deep South and other "right-to-work" areas.

Hotel and Union Problems

The hotel man, then, will be faced at the bargaining table with demands for higher wages, shorter hours and other fringe benefits. He will be faced, too, with increased efforts to amend the Fair Labor Standards Act (Minimum Wage Law) to include, if not all, at least a major segment of workers in the hotel industry. Organizational drives in heretofore unorganized areas will also present problems the hotel man must meet.

The union leader, too, has his problems. The recent trend of declining union membership has alarmed union leaders. A union is not a static organization, and, as such, needs to grow as industry develops. This will be a cause for concern.

The problem of the acceptance of the Negro into union ranks must also be faced by union officials. These are changing times, and the Negro is not accepting his role as a second-class citizen.

Although the process has been slow, the acceptance and implementation of integration in schools and lunch rooms and cafeterias is being made manifest. The militancy and perseverance by Negro leaders will also be shown in the area of unionism. On several fronts there have been threats by Negro leaders to form all-Negro unions. If the Negro is not going to be accepted by union membership and is denied representation on union boards and committees, he will not tolerate it.

Conclusion

Above all, I feel, the union official must begin to learn that there is a point above which the hotel man cannot go. As the prices of rooms, food and beverages approach a level at which they meet an overpowering resistance on the part of the guest, *cooperation*, not *resistance*, will have to be the byword of the unions. •

Practice and Procedure of the N.L.R.B. affecting the Hotel Industry

The National Labor Relations Board indicated in May 1959 that it would henceforth exercise jurisdiction over hotels and motels (exclusive of permanent or residential enterprises) which receive at least \$500,000 gross revenue yearly. This is a summary of the report given by the Regional Director, Region 1, Bureau of Labor-Management Reports, at the seminar on Federal Labor Law Affecting Hotels in August 1960.



Benjamin B. Naumoff

Benjamin B. Naumoff, J.D.
Regional Director
Bureau of Labor-Management Reports
U.S. Department of Labor
New York City*

The year 1959 was one in which it may truly be said that "something new" was added for the hotel industry in the United States.

In a press release dated May 14, 1959, the National Labor Relations Board indicated that henceforth it would exercise jurisdiction over hotels and motels, exclusive of permanent or residential enterprises, which receive at least \$500,000 in gross revenue per annum.

The Board went on to indicate that for purposes of the application of this standard, the permanent or residential hotel or motel was one as to which 75 percent of its guests may be regarded as permanent guests; that is, if they remain for a month or more. This policy was implemented by the Board in a Decision issued on July 30, 1959, in a case involving the *Floridan Hotel of Tampa, Inc.*, 124 NLRB No. 34.

* Dr. Naumoff entered on duty with the National Labor Relations Board in 1942 as a Field Examiner. Prior to his present position, he was Assistant to the Regional Director, Region 2, NLRB, and Special Assistant, Bureau of Labor-Management Reports.

While the Board's policy was not totally unexpected, it may also be truthfully said that the industry did not greet it with a considerable amount of acclamation. My purpose here is to indicate how the Board operates, some of the problems you may encounter and how the Board has dealt with those problems in the past.

Hotel Cases

First, in dealing with jurisdiction, the Board has elaborated on its policy as follows:

It will consider the over-all operations of an employer in order to determine whether the jurisdictional standard is met even though the particular proceeding before the Board involves only one unit of a hotel. Hence, if the employer's over-all operations, based upon those hotels which are non-residential, exceed the sum of \$500,000, jurisdiction will be asserted over the single hotel (*Milner Hotels, Inc.*, 124 NLRB No. 80).

The Board derives its authority to act from the National Labor Relations Act. This was originally passed in 1935, amended by what is commonly known as the Taft-Hartley Act in 1947; and further amended in 1959 with the passage of the Landrum-Griffin Act. Its procedures and function have remained basically unaltered over the past 25 years, notwithstanding the fact that there have been changes in the substantive law.

Functions of the NLRB

The Board performs two important functions, both designed to carry out the Act's policy of encouraging the right of employees to engage in, or refrain from engaging in, union activity. One of these functions deals with *prevention of unfair labor practices on the part of both employers and unions*. The other function is to *determine whether or not the employees desire to be represented for purposes of collective bargaining*.

It should be noted at the outset that while the Board is an administrative agency, it possesses no authority to initiate proceedings on its own. The Board *can act only* if a charge of an unfair labor practice or a petition for certification of representatives is filed with it. The proceedings are, as a general rule, instituted in the regional offices of the Board which are maintained throughout the country.

Unfair Labor Practices Procedures

Time does not permit of a full discussion of the Board's procedures. In unfair labor practice cases, once the proceeding is initiated by the filing of a charge, it is assigned to a professional staff member in the regional office for investigation. He meets with the charging party and obtains whatever evidence is available to support the charge. Thereafter he will attempt to obtain evidence from the party charged so that an objective appraisal can be made of the merits of the case.

Upon the completion of this investigation, the case is discussed in the regional office with the regional director, or his designated representative.

If the case has no merit, the charging party is requested to withdraw it or face dismissal of the charge. If the case has merit, an attempt is made by the regional office to obtain a settlement on an informal basis, the scope of which will depend upon the nature of the evidence developed during the course of the investigation.

As examples, an employee may be reinstated with backpay and an appropriate notice posted in the respondent's place of business. The union may be required to cease giving effect to a hiring policy. An employer may be directed to cease recognizing a union which has been assisted illegally.

In the event that the case is not settled, a formal complaint is issued and a hearing held thereafter before a Trial Examiner unconnected with the regional office and a report issued by the

Examiner who sits much as a judge in a civil proceeding, taking testimony where fairly rigid rules of evidence apply.

The Board then reviews the case and issues its decision from Washington. If the Board finds merit, its order is enforceable through application to a federal circuit court of appeals.

Representation Case Procedures

The second function of the Board is called its representation function. The Act sets out the general rules for performance of the Board's role in determining collective bargaining representatives and defines its power and duties.

The representation proceeding is started by the filing with the Board of a petition either for certification of a bargaining representative of a specific unit of employees, or for decertification of a certified or currently recognized representative. The Board must then decide whether or not to order an election in which employees may vote by secret ballot on the question.

In making its decision for or against an election, the Board must weigh a number of considerations. First, if there is already a bargaining representative, the Board must determine whether its contract is a valid one under the law, or whether it meets certain policy considerations which the Board has maintained since its inception. One example of the latter would be to determine whether or not the contract in existence is for a period in excess of two years, which the Board considers to be a term sufficiently long to stabilize labor relations.

In addition, the Board must weigh factors which go to prove whether or not the bargaining unit involved is "appropriate" for collective bargaining; for, namely, whether the employees constitute a homogeneous group, have a community of interest and do not fall within the class or category which either do not enjoy protection under the Act or are to be grouped separately for election purposes.

The representation procedure is largely informal. Once a petition is filed, the professional staff member communicates with the parties, attempts to resolve informally the question concerning representation and if an election is warranted, will try to obtain the consent of the parties in writing for the holding of an election under the control of the regional director.

If this is not possible, a hearing will be held before an individual designated as a hearing of-

ficer who takes testimony. The introduction of testimony in a representation proceeding is not governed by the strict rules of evidence inasmuch as the proceeding is characterized by the Board as non-adversary, the objective being to get all of the facts from the interested parties. At the conclusion of the hearing, under present Board policy, the record is transmitted to Washington.

If the Board decides in favor of an election, it directs one and transfers the case back to the regional office for the conduct of the election. The Board determines the unit by classifications. The regional office then gets the parties together to arrange for the mechanics of the election. Elections are most often held on employer premises with eligibility being determined by the Board as of a certain payroll period.

Past Rulings on Hotel Hearings

It may be useful at this juncture to indicate to you how the Board has dealt with units of employees in the hotel industry since it has asserted jurisdiction.

As a general proposition, the Board will establish by agreement of the parties a unit of all employees *excluding* office clericals and those who fall within the category of supervisors (*Mission Valley Inc., Inc.*, 124 NLRB No. 129).

Moreover, the Board applies to the industry its policy with respect to establishment of skilled or craft groups or traditional departmental groups. It will refuse to sever a group performing some type of maintenance work if the evidence fails to establish that the employees constitute a craft group or a functionally distinct traditional maintenance department (*Seville-Sea Isle Hotel Corp.*, 125 NLRB No. 42).

By the same token if the record demonstrates that the employees do have specialized training requiring a license, and do not interchange with other employees, the unit will be found appropriate as a functionally distinct and separate group of employees (*Sheraton-Jefferson Corporation*, 125 NLRB No. 77).

The question arises, however, as to what the Board will do in unit situations where the parties cannot agree on their inclusion or exclusion and the unit sought is to be established for the first time. Here the Board has taken the position that operations in the industry disclose that all operating personnel have such a high degree of functional integration and mutuality of interest to warrant their being grouped together in one over-all unit for bargaining purposes.

Hence, the desk and room clerks, cashiers, office clericals and all individuals having customer contacts will be grouped together in one unit. (*Arlington Hotel Company, Inc.*, 126 NLRB No. 51). Moreover, it may also be noted that notwithstanding prior unit agreement by the parties, the Board will find an over-all unit to be appropriate if disagreement thereafter arises, basing its policy on the Arlington case referred to previously (*Lamar Hotel*, 127 NLRB No. 111).

Conclusion

Let me conclude with one or two observations:

There will undoubtedly be situations throughout the country where prior bargaining practices and agreements will have to be altered in view of the coverage under the Act of the industry. I am mindful of those areas where hotel associations have negotiated agreements providing for forms of union security which apparently go beyond the permissive limits of the NLRB. Moreover, the industry and the unions involved will have to take a second look at, if they have not already done so, their provisions dealing with hiring halls and job referrals.

Second, with respect to those areas of hotel operations which have not as yet been unionized, I would assume that both the unions and employers will come face-to-face with those policy considerations of the Board and the provisions in the statute dealing with the right of free speech, primary and secondary picketing and boycott and other forms of activity. The process should be an educational one for all concerned.

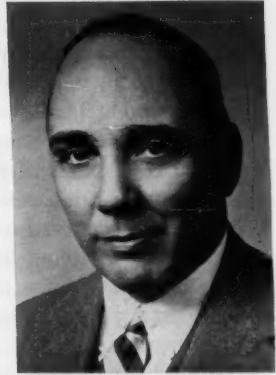
"You can mechanize the food service industry only up to a certain point. Then you need people. When you take the human element out of food service, most people will prefer to eat at home — they'll find *people* there."

—Jack Ghene

Editor, *Volume Feeding*
at Cornell 9-30-60

Negotiating Techniques for Employer Representatives at the Bargaining Table

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Nicholas Unkovic, LL.B

This is a summary of an address Mr. Unkovic delivered at the seminar on Federal Labor Law Affecting Hotel Operations held by the School of Hotel Administration at Cornell University on August 16-18, 1960.—Editor

Who Should Participate for the Employer?

In labor-contract negotiations, the employer's team should be made up of the following members:

- The official in charge of the company's labor relations.
- A top operating head.
- The head of the company's public relations staff.
- A financial man, such as the controller or treasurer.
- The company counsel.
- Such pension, insurance, and other experts, internal or outside, as may be necessary.
- A competent person to take notes of the meetings.

The reason for including the above persons is obvious. Sometimes one person holds several of the responsibilities mentioned.

Experience has proved that the company's director of labor relations should be chairman of the company team. Beside him should sit his top operating man and his legal counsel. (Although a well-known book written nearly twenty years ago

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flatly states, "Don't rely on lawyers to fight your battles," it should be noted that David J. MacDonald doesn't negotiate without Arthur Goldberg at his elbow.)

The note taker need not take the discussion down verbatim, which is practically impossible, but he should be able to summarize accurately the positions taken by persons on both sides of the bargaining table. These notes are valuable for subsequent meetings or in grievance discussions.

What Preparation Should the Management Bargaining Team Make?

The management team should be selected at least four to six months prior to the commencement of negotiations. It should hold its own organization meeting at which the policy of the employer is set forth:

- Definite assignments relating to the gathering of information should then be made. This material should deal with industry and area wages and fringe surveys.
- Grievances and arbitration cases taking place during the previous year should be collected and analyzed.
- Company supervisors at all levels should have an opportunity to participate in suggesting the proposals to be submitted by the company at the bargaining table.
- A thorough analysis of the employer's past bargaining history should be made in order to ascertain what trends, if any, may be found.
- Existing wage and fringe costs ought to be broken down so as to be readily available when needed.
- Company sales and profit pictures should be graphically reproduced to show the adverse impact of increased costs.

The preparatory steps outlined above take time and work but are exceedingly worth while. Having statistical and written compilation of comprehensive negotiation information in usable form and readily at hand is one of management's pre-eminent bargaining tools.

But the mere collection of such information is not enough. A series of meetings should be held prior to negotiations in which the company team goes over this material and its application to the prospective bargaining sessions. By itself, information is sterile. When tied directly into a company's cost or competitive picture, information can be invaluable.

The intelligent use of intelligently gathered information is a *must* for employer bargaining representatives.

Starting Negotiations

In the previous discussion, we have disposed of certain elementals. The employer's representatives have long since been selected. Statistics have been compiled. Information has been analytically put together. Now the negotiations start.

The first meeting is one of great importance. The tone for future sessions is set here.

In my own experience, it is helpful, after the meeting is first called to order, for each employer representative to stand up, identify himself, and present a thumbnail sketch of his working life, particularly of that with his present employer. The human story behind these work histories helps each representative to become a person in his own right, not simply a "management" man.

Next, invite the union representatives to introduce themselves and tell their stories. You will be agreeably surprised at the pleasant reaction of all present. This procedure seems to satisfy, to some extent, the desire for individual recognition found in all of us. Persons sometimes raise objections at the bargaining table merely to make their presence evident. Moreover, it breaks the ice and helps the union people to realize that the company people are no different than they are.

After the introductions, set the hours and days for the meetings. Negotiations are important business and daylight hours find most of us at our peak. For this reason, meetings should preferably be scheduled from 10 to 12 in the morning and from 2 to 5 in the afternoon. Plenty can be done in that time. Night meetings and weekend sessions should be avoided except toward the end when it is felt an agreement is near.

Make it clear from the very beginning that the employer's representatives intend to deport themselves like gentlemen and that the union personnel will be expected to do the same. Announce frankly that obscenity and personal aspersions will not be tolerated. You may recall that recently, at a widely publicized preliminary major negotiation session, management walked out because of the obscenity of an international union official. Good deportment rules are of real help when negotiations get to the critical stage.

The Negotiations

Next, let us consider the negotiating sessions:

1. The union presents its proposals.
2. The company then, if necessary, should ask for clarification of the union proposals.
3. At this point the company presents its requests, and it should have some normally. Pertinent explanations should be given.

From here on, each negotiation session is bound to be different. No set rules apply but a few types of negotiation strategy can be illustrated:

The normal negotiations follow a pattern: These consist of the receipt of the union demands followed by company counter-proposals; reduced union demands followed by company counter-proposals which eventually result in an agreement.

A variation of the above is caused by the introduction into negotiations of company demands upon the union. This variation is becoming increasingly frequent because of the need to reduce or hold costs to a minimum in order to meet company competition in prices.

The "put the whole offer on the table at the beginning" approach is relatively new. This approach takes not only intensive preparation and considerable courage but also — and most important — a long prior history of successful public relations work with one's own employees and their communities. Successful as this approach has been in highly isolated instances, I feel that it should not lightly be followed by others unless all necessary preliminary groundwork is laid. Unions hate it. Yet properly applied it is hard to beat.

The "war" approach can be applied when each side distrusts the other and throws ultimatum after ultimatum across the table. Merely to mention this way of bargaining is sufficient to show its utter uselessness. Nothing but trouble can come of it. Experienced negotiators do not act like children.

It should be pointed out that few negotiations fall strictly within the confines of the four approaches outlined above. All negotiations have their own peculiarities. None can really be blue-printed as a set pattern.

Keep Your Goal in Mind: The Signed Agreement

Always remember that your employer has selected his representatives with one objective in view: to reach a settlement and to sign the best possible agreement under the circumstances. All the rest may be necessary; for, yet the signed agreement is the main purpose of all negotiations.

When you feel that things are moving along, don't throw in extraneous matter even though it may give you a temporary advantage. Remember, even if you should win all the arguments at the bargaining table and yet fail to get a contract, you ordinarily have failed in your assigned job.

Precepts for Employer Representatives

So far I have covered ground familiar to most readers. On the following pages I have set forth some precepts that I have learned, mostly by hard knocks, over many years of intensive bargaining with all kinds of unions — large and small, friendly and combative, strike-happy and peace-loving.

Observation of these precepts will help to keep meetings on as fair and friendly a level as can be hoped for, and produce an agreement sooner with a better aftertaste than the no-holds-barred brawl.

[Mr. Unkovic's 32 precepts for *The "Compleat" Company Negotiator* are set forth on the next two pages in an illustrated double-page spread. Reprints of this article are available at 35¢ each with a discount of 10% for quantities of 10 copies or more. —Ed.]

After the Contract Is Signed

You can best keep your contract in force through educational processes. During the negotiations see that every supervisor and foreman is informed about what is happening. After a contract is signed, those who signed should see that explanatory sessions are held at all levels and from then on administered by rule of the 3 F's — *Friendly, Fairly, Firmly*. Do not let supervisors or workers take away your contract.

Further, make it a point to have someone from headquarters visit every operation and investigate labor conditions there to see that the contract is maintained. Then you won't lose the effect of the contract. These visits will cause your plant managers to keep their houses in order. Judicious supervision and education are constantly necessary.

It may also be a good idea to become personally acquainted with your "opposite number" on the union side. This union leader may not be able to help you but he can harm you.

Conclusion

If I were to summarize in one sentence the most necessary single technique for employer representatives at the bargaining table, it would be: *The exercise by them of common sense.*

Common sense is the essential ingredient in resolving issues between industry and labor. These negotiations themselves are the substitution of peaceful persuasion for violence on the picket line. And nothing can succeed in closing the areas of disagreement like the exercise of common sense.

Thus, common sense, and not some secret magic formula, is the touchstone of success in an employer representative at the bargaining table.

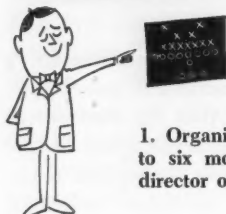
The Royal Baron of Beef (*double loin including part of the rump*) has been the principal dish for the sovereigns of England at their Christmas dinner from time immemorial. At Christmas 1854, when Queen Victoria and Prince Albert were the reigning sovereigns, the roast was put down before an enormous fire on Saturday afternoon and for fourteen hours was watched and basted by relays of assistants under the head cook, after which it was trimmed and decorated, with the holly and mistletoe apparently sprouting from the outside fat of the roast. —adapted from Thomas F. De Voe, *The Market Assistant* (1867)

The Boston Weekly Postboy, May 2, 1771, says: "The great number of pigeons that have been brought to our market within the fortnight past has greatly reduced the prices of all kinds of provisions. It is said that nearly fifty thousand were sold in one day."

The "Compleat" Company Negotiator--

or the art of conducting gentlemanly
union negotiations

as compiled by Nicholas Unkovic
of Reed, Smith, Shaw & McClay



1. Organize your "management team" four to six months ahead with the company's director of labor relations as captain.

2. Introduce yourselves to the union team.



3. Behave like a gentleman at all times. There is no substitute for this precept.

4. Tell the truth even when it hurts. The image of a company is but the reflection, in part, of what its employees think of management. A company's "word" is a most important ingredient of successful negotiations.

5. Give the union representatives your respectful attention, even when their arguments might not make sense. Proceed on the general theory that you are (or hope you are) smarter than they are; otherwise, you would be working for them and not them for you.



6. Exercise the virtue of patience. Patience is the most important negotiating technique. If you let union representatives talk enough, often they seem to prove their point and then by more talk give you defenses to their very arguments. I have seen this happen time without number.

7. "Soft sell" is more impressive than saturated screaming. Negotiations are not a "one-shot" proposition. The years roll along quickly. Hence, reasoned argument is more effective than over-selling.

8. Don't get mad. Remember you are dealing with big money. Keep your head. Occasionally you may pretend anger, but don't put on such an act too often. It quickly loses its desired effect.

9. If things go wrong—and this happens to us all—don't show it in your face or in your demeanor. Comport yourself as Perry Mason of TV does when the District Attorney scores a vital point.

10. When the union presses ridiculous demands, merely answer each argument of the union politely with the simple phrase, "Is that all?" This soon takes the starch out of union fireworks.

11. When you must tell the union "No," say it promptly. Don't beat around the bush. The union will respect you more. Remember the old European proverb, "If you have to eat a toad, it does no good to stand still and look at it."



12. A union has higher regard for a company that stands up for its management rights and makes a profit than for one that takes wishy-washy positions and succumbs to union pressures.



13. Don't give up the "No-Strike" clause. Avoid watering it down. This provision can be vital to an employer's successful operation.

14. When negotiations reach a stalemate or matters get tense, remember a good human interest story or joke can be more important in getting things off "dead center" than educated arguments.



15. When you don't know what to do, delay. Recess until tomorrow. In the meantime, you may get a new idea or obtain helpful new information.

16. Don't call the union's threat to strike unless you are fully prepared to take a strike and there is no other reasonable recourse.

17. If you must have a strike—and sometimes you do—remember that even a strike is not the end of the world. At times a strike is necessary. Strikes have a way of eventually bringing matters back into proper focus. There are worse things than strikes.

18. Reasonable flexibility is a requisite qualification in all negotiators. Incidentally, on occasion, it may be easier to negotiate with union representatives than with your own top management.

19. Every negotiation has its turning point and good negotiators know when and how to seize upon it.

20. Believe in your story firmly; otherwise, experienced union representatives will quickly pierce your armor and get more out of you than is wise.



26. In negotiations, words cannot be sufficiently weighed. A union representative can far more easily withdraw an erroneous remark than can management. The words a company negotiator uses last long after the contract is signed. That is why special stress must be placed upon choice of words and the measured phrase by negotiators.

27. If the representative is a person you can trust and he desires to talk to you privately, do not hesitate to do so. Ordinarily, you can't lose.



28. Even as you have troubles on your own side of the fence, the political nature of the union is such that the union representatives probably have more problems on their side than you do.



29. In preparing your arguments and counter-proposals, try to put yourself into the shoes of the union people and figure your strategy accordingly.

21. Don't be overcome by union clamor. A soft answer really turns away wrath.

22. When negotiations seem to be going along most favorably is the time to redouble your alertness—in all things, small and large.

23. When you are on the defensive, don't do anything that might be delayed. Inaction for the time being in such cases is the proper course.

24. Like a statesman, always have the appearance of utter sincerity.

25. What you say is often not what offends union representatives but how you say it.



30. A negotiator may be compared more properly to a statesman than to any other occupation.

31. Keep your eye at all times on the goal—a good, sound, reasonable signed contract.

32. After the bargaining table, when the agreement is signed, see that the day-to-day living conditions of the contract are kept in force.



Illustrations by Cameron Hyers

The Fair Labor Standards Act

What it provides How it is administered

*Samuel Ganz, Assistant Administrator
Wage and Hours & Public Contract Division
United States Department of Labor*



Samuel Ganz, LL.B.

NOTE ON AMENDMENTS

As is well known, Congress during the last session considered extending coverage and eliminating certain exemptions so as to make the pay requirements apply to more employees, some of them in the retail and service field. It also considered raising the minimum wage above the present \$1.00 an hour requirement. Congress adjourned, however, without taking any final action. Consequently, the present requirements of the Fair Labor Standards Act as described below continue to apply.—*Samuel Ganz*

Need for Clarification

The recent consideration of minimum wage bills by Congress has led to a quickening of interest in the Federal Wage and Hour Law's provisions, although no new legislation was passed. In addition, increasing State activity in the minimum wage field has helped bring wage and hour regulation to the public's attention. As a result, there has been some confusion about what the Federal law actually does require.

It's timely, therefore, to outline the major provisions of the Fair Labor Standards Act — popularly known as the Federal Wage and Hour Law — and explain briefly how the Act is administered by the Wage and Hour and Public Contracts Divisions, U.S. Department of Labor.

* Mr. Ganz has been with the U.S. Department of Labor for twenty years, principally in the Wage and Hour and Public Contract Divisions. His service with the Divisions included work in the New York Regional Office in a supervisory capacity and in the National Office as Assistant to the Administrator where he performed various duties connected with the administration, interpretation, and application of both the Fair Labor Standards Act and the Walsh-Healey Public Contracts Act. Mr. Ganz has also served as an executive with the New York State Department of Labor.

Coverage

The Act applies to employees engaged in interstate commerce or the production of goods for interstate commerce, including occupations which are closely related and directly essential to such production. Thus, it is usually necessary to consider what the individual worker does to see whether he is covered by the law, since coverage does not apply in a blanket way to industries or companies. Of course, in some businesses the method of operation is such that all employees are in fact part of an integrated effort which constitutes engagement in interstate commerce or the production of goods for interstate commerce.

For example, almost all employees of an automobile manufacturer who ships cars all over the country would be covered. On the other hand, in an intrastate wholesale establishment (that is, one which ships no goods outside the state) some employees might be covered and others not. In such a firm, the Act would apply to workers who received goods from outside the State, but those who handled only merchandise produced within the same state would not ordinarily be covered.

Does the number of workers in a firm have anything to do with whether they are covered? No, neither the number of employees nor the volume of business has anything to do with the Act's application. The Act applies on the same basis to both men and women — there are no special provisions for women workers.

The fact that employees may be covered by the Federal Wage and Hour Law does not mean, however, that they are automatically entitled to its pay requirements. The Act provides exemptions

for employees in certain industries and occupations. Some of these exemptions are from both the minimum wage and overtime pay provisions; others are from the overtime requirements only, and may apply the year-round or for a limited period of time.

The exemption of most interest in the hotel and restaurant field is the year-round minimum wage and overtime pay exemption for retail and service establishments. But before discussing this exemption in some detail, it may be worthwhile to cast a quick glance over the Act as a whole.

Pay Requirements

Each employee covered by the law and not specifically exempt must be paid:

- a minimum wage of at least \$1.00 an hour.
- not less than time and one-half his regular rate of pay for all hours worked over 40 in a work week.

Both these requirements are predicated on the number of hours the individual employee *actually works*. The minimum wage provision applies to *each hour* of work, while the overtime provision relates to the number of hours worked *each week*.

At this point, it would be well to emphasize two factors:

First, time and one-half must be computed on the employee's *regular* rate of pay — not on the \$1 minimum, unless his regular rate actually is \$1 an hour. For instance, if a worker's regular rate is \$2 an hour, he must be paid not less than \$3 an hour for all hours worked in excess of 40 in a workweek.

Second, hours cannot be averaged over two or more workweeks. Thus, if an employee works 38 hours in one week and 42 in the next, he is due overtime premium for the two hours' overtime worked in the second week. *Each work-week stands alone.*

Contrary to some beliefs, there is:

- No premium pay requirement for work on Saturdays, Sundays or holidays, as such.
- No provision for paid vacations, severance pay or notice of discharge.
- No limitation on the number of hours' work in a day or week for employees 16 years of age or over.
- No requirement that employees be paid at an hourly rate — the employer may pay them by the hour or by the piece, or on a weekly, semi-monthly, monthly or other basis.

But no matter what the basis of payment, he must pay his covered and non-exempt employees according to the pay requirements.

Reference has been made to the fact that proper minimum wage and overtime compensation is due for all *hours worked*. "Hours worked" include all time the employee is working on his job and all time he is required to be at his place of work or on duty or is suffered or permitted to work for the employer.

Learners, Apprentices, and Handicapped Workers

The Act recognizes that some leeway is necessary to prevent the curtailment of opportunities for employment of certain employees. It consequently has given the Secretary of Labor authority to issue regulations whereby:

Learners, apprentices, and messengers employed primarily in delivering messages and letters may be employed under special certificates issued by the Divisions at rates lower than the \$1.00 minimum subject to such limitations as to time, number, proportion, and length of service as are determined to be necessary in each instance.

The employment of individuals whose earning capacities are impaired by age or physical or mental deficiency or injury may be employed under special certificates at a specified rate less than \$1.00 an hour.

It is necessary to apply to the Divisions for such certificates and employment of presumably eligible workers at less than \$1.00 may not be undertaken until the certificates are issued and unless the terms of the certificate are complied with in full.

Board, Lodging or Other Facilities

The law provides that wages paid to an employee include the reasonable cost (as determined by the Secretary of Labor) to the employer of furnishing such employee with board, lodging or other facilities, if they are customarily furnished by the employer to the employee.

The term "reasonable cost" has been determined to be not more than the actual cost to the employer of such board, lodging, or other facilities. In other words, if an employee subject to the \$1.00 an hour minimum wage requirement works a 40 hour week for an employer who customarily furnishes him board and lodging costing the employer \$15.00 a week, the employer must pay him

at least \$25.00 in cash, the difference between \$40.00 and \$15.00, in order to comply with the minimum-wage provision.

The Retail and Service Exemption

As indicated above, the exemption of most significance to the hotel and restaurant industry is the one provided for retail and service establishments. It is a total exemption from both the minimum-wage and overtime provisions and applies to all employees *employed by* the establishment if the following tests are met:

1. Over 50% of the establishment's annual dollar volume of sales must be made in the state where the establishment is located.
2. At least 75% of the establishment's annual dollar volume of sales must be recognized as retail in the particular industry and must not be for resale.

This exemption is establishment-wide in scope. It cannot be applied on the basis of a company, firm, corporation or other legal entity. Each establishment must itself meet the tests. This means that in the hotel or restaurant chain business in general, each hotel or restaurant establishment in a chain must qualify individually for the exemption.

The exemption applies to *all* employees "employed by" an exempt retail or service establishment, whether they work in the establishment or away from it. If employed by an exempt establishment, outside employees such as merchandise buyers, consumer survey and promotion workers and the like are therefore exempt, as well as inside workers.

The exemption, on the other hand, does not apply to persons who may be working in the exempt establishment, but who are *not* employees of that establishment. Among such non-exempt persons may be travelling auditors employed by the central office, instructors working out of the central office, and display window arrangers travelling from store to store.

The retail or service establishment exemption does not apply to employees who work in the warehouses and central offices of chain store systems, including hotel and restaurant chains. Such employees are considered employed by the enterprise "as a whole" rather than by any one of its individual establishments. Moreover, employees who perform warehousing or central office functions for more than one establishment, even

though they may perform these functions within an exempt establishment, are not exempt ordinarily.

The "White-Collar" Exemption

Another very important exemption is the minimum wage and overtime exemption provided for any employee engaged in a bona fide executive, administrative, professional, or local retailing capacity, or as an outside salesman, as these terms are defined in the Divisions' regulations. To be exempt, the individual employee's position must meet certain tests, as to duties and responsibilities, contained in the regulations. It might be noted that the fact the employee may have an important-sounding job-title does not mean that these exemption tests will be met.

The regulations also provide salary tests for three of these employment categories — at least \$80 a week for an executive, and \$95 for the administrative or professional employee. There are no salary tests for exemption of local retailing employees or outside salesmen.

Child Labor Restrictions

In addition to its minimum wage and overtime pay requirements, the Fair Labor Standards Act contains provisions which protect children from employment that would be harmful or interfere with their schooling. These provisions can be outlined as follows:

1. No child under 14 may be employed.
2. No child under 16 years of age may be employed in a work place where manufacturing, mining or processing operations take place; or in transportation, communications, public utilities, construction, warehousing or storage; or as a public messenger or in operating or tending power-driven machinery other than office machinery.
3. No child under 16 years may work on a farm during the school hours for the school district where the child lives while working.
4. Children of 14 and 15 years may work outside of school hours in jobs not prohibited, such as office and sales jobs under these conditions:
 - They may work no more than three hours on a school day and eight hours on a non-school day.
 - They may work no more than 18 hours in a week during any part of which school is in session, and no more than 40 hours in weeks when there is no school.

- At any time, they may not work before 7 a.m. or after 7 p.m.
- 5. No minor under 18 years of age may work in occupations declared hazardous by the Secretary of Labor.

So far, thirteen "hazardous occupations" orders have been issued. Those most likely to concern hotels and restaurants are Order No. 2, applying to driving or helping on a motor vehicle; and Order No. 7, applying to the operation of elevators and other power-driven hoisting apparatus.

For assurance that the job is suitable for the minor's age, employers should obtain an age or employment certificate for every minor they hire, showing the minor to be at least the minimum age for the job. These certificates are usually issued by local school officials.

Record-Keeping Requirements

The burdensomeness of records required by various Federal agencies has been the subject of much discussion. Care has therefore been taken to see to it that the record-keeping requirements under the Fair Labor Standards Act are simple and reasonable.

Employers of covered non-exempt employees must keep certain records, in accordance with the Divisions' regulations. But the ordinary records kept by companies observing sound business practices will, in practically all instances, satisfy the Divisions' regulations.

There are no special forms for these records, nor must they be kept in any given order. Time clocks are unnecessary; the employer may use any time-keeping method he desires. All that is required is for the records to contain certain identifying information about the individual employee, including his age if under 19, the hours he works each day and week, and his earnings. Of course, the recorded information must be accurate.

Back Pay Recovery

The statute provides the following means by which employees may recover underpayments of wages legally due them:

1. The Divisions' Administrator may supervise payment of back wages found due.
2. In certain circumstances, the Secretary of Labor may bring suit for back pay at the written request of the employee.
3. The employee may sue for back pay and an additional sum, up to the amount of back pay,

as liquidated damages, plus attorney's fees and court costs. The employee may not bring suit if he has been paid back wages under supervision of the Administrator, or if the Secretary sued for him.

The Act contains a two-year statute of limitations concerning the recovery of back wages.

Enforcement, Penalties, Discrimination

The Secretary of Labor may obtain a court injunction to restrain an employer from violating the law.

For willful violations an employer may be prosecuted criminally and fined up to \$10,000 for each violation. A second conviction may result in imprisonment.

It is a violation of the law to fire or otherwise discriminate against an employee for filing a complaint or participating in a proceeding under the law.

Services to the Public

How do the Divisions help employees obtain their rights under the Federal Wage and Hour Law and assist employers in meeting their responsibilities?

Throughout the 22 years of the Act's existence, *reasonableness* has been the keynote in administrative and enforcement policies. And one of the most effective means of obtaining compliance is by preventing violations from occurring. This makes for smooth relationships between employers and workers, wards off more drastic enforcement action, and forestalls the accumulation of large back wage liabilities that would burden business.

Of primary help to employers and workers are the Divisions' publications. Though not required to do so by law, the Divisions have issued:

- *Interpretative bulletins* as a practical guide as to how the office representing the public interest in the enforcement of the Act will seek to apply it. These interpretations indicate the construction of the law which the Secretary of Labor and the Divisions' Administrator believe to be correct and which will guide them in the performance of their duties under the Act.
- A *series of popular-style pamphlets* in layman's language, outlining and summarizing the major statutory requirements.
- *The official regulations*, some of which have already been mentioned in this article.

Any of the Divisions' publications may be obtained without charge from the agency's nearest

office. The publications of most interest to the hotel and restaurant industry are listed at the end of this article.

The Divisions use the spoken as well as the written word in attempting to secure ever-greater compliance. In all sections of the country, the Divisions' representatives respond to requests to address employer and labor organizations, professional societies, service organizations and the like; participate in seminars, forums and discussion groups, and discuss the Act on radio and TV programs. The Divisions also undertake special educational programs tailored to meet the needs of specific industries or groups of employees, or local areas.

In making investigations for compliance, the Divisions' representatives do not lose sight of their educational role. If violations are found in the establishment visited, the investigator shows the employer how to come into compliance and thereby avoid the possibility of future liabilities. Workers are likewise alerted as to the law's requirements.

The individual employer, workers, or other interested persons may take the initiative to obtain the Divisions' assistance. Under the National Office in Washington, D.C., which sets overall policy and thereby assures uniformity in the administration of the Act, there are 10 regional offices throughout the nation and 77 field offices, where anyone may receive answers to his questions about the law. The cities in which they are located are listed below. The Divisions' assistance entails no obligation. The inquirer is not required to identify himself, but he should have a sound knowledge of all the facts in the case he wants to call to the Divisions' attention. This is because the determination of such matters as coverage, exemptions, and the proper computation of overtime pay depend on all the facts in each individual case.

Of course, the inquirer need not take time out to come to the Divisions office in person. A letter or telephone call will serve just as well. No matter what the source, all inquiries — and the Divisions' replies to them — are kept strictly in confidence.

[For the convenience of the inquirer who may want to write or telephone one of the Divisions' Offices in his vicinity, a list of Regional Offices and Field Offices is given at the end of this article. — *Editor*]

The Divisions' Publications of Most Interest to the Hotel and Restaurant Industry*

Non-technical Booklets

Handy Reference Guide to the Fair Labor Standards Act
Services to the Public Under the FLSA (Federal Wage-Hour Law)
Retail and Service Establishments
"White Collar" Exemptions
A Quick Look At Hours Worked
How to Keep Time and Pay Records
Highlights on Computing Overtime Pay
Guide to Child-Labor Provisions of the Fair Labor Standards Act
(Including Hazardous Occupations Orders) — Bulletin No. 101

Regulation

Child-Labor Regulation No. 3 — Part 4 (Subpart C) (Employment of Minors Between 14 and 16 years of age)
Records — Part 516
Student Learners — Part 520
Employment of Student Workers — Part 527
Board, Lodging, or Other Facilities — Part 531
Executive, Administrative, Professional, Local Retail Employees, and Outside Salesmen — Part 541 (and Explanatory Bulletin)

Interpretative Bulletins

Child Labor — Part 4 (Subpart G)
Wage-Hour Coverage — Part 776 (Subpart A)
Methods of Payment — Part 777
Overtime Compensation — Part 778
Retail and Service Establishments — Part 779
Hours Worked — 785

Offices of the Divisions are located in:

REGION I—(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)

Regional Office: Boston, Mass.

Field Offices: Hartford, Conn.
Portland, Maine
Springfield, Mass.
Manchester, N.H.
Providence, R.I.

REGION II—(New Jersey, New York)

Regional Office: New York, N.Y.

Field Offices: Newark, N.J.
Trenton, N.J.
Bronx, N.Y.
Brooklyn, N.Y.
Jamaica, N.Y.
Buffalo, N.Y.
Syracuse, N.Y.

Continued on page 37

* Free on request.

How to Develop and Communicate Wage Payment Systems in the Hotel, Restaurant, and Service Industry

Editorial Note:

Ask any executive in our field "What is your principal problem?" and his reply will be "Labor costs." The recent Congressional debate on minimum-wage legislation sharply focused the spotlight on this managerial problem.

Experience has taught us that there is no single answer nor solution to this problem. The progressive operator conducts a continuous search for procedures, methods, techniques, and ideas that will help him hold labor costs in line.

Professor Perrins explores in this article an area of management responsibility that is vital to any size operation and one in which potential savings are now quietly hidden. Increased pressures from both unions and the minimum-wage proponents serve to make this article timely.—Prof. G. W. Lattin.

Basic Considerations

Two basic considerations should be kept in mind in developing and communicating a wage system:

1. Wages constitute a large portion of the cost of doing business. Thus management must develop systems of wage determination and control that provide maximum production at minimum cost.
2. The wage system must attract and keep well-qualified workers, which means good hiring pay and a system of wage improvement.

It is obvious that these two basic considerations are in conflict. The problem, therefore, in developing an effective system of wage determination and administration is to rationalize this conflict to the relative satisfaction of both the employer and the employee.

What Wages Mean

At the outset, it is desirable to review the accepted definitions of wages and what they mean to the employer and to the employee:

*Harlan B. Perrins, Associate Professor
N.Y.S. School of Industrial & Labor Relations
Cornell University, Ithaca, New York*

- *Wages are an economic factor of production.* Wages, from the employer's viewpoint, are a production cost that must be kept under control if the operation is to realize a profit.
- *Wages are incomes.* Wages, to the employee, are the price the employee charges for his skill, ability, physical strength, and time. Wages are the "lifeblood of our economic system" — the nation's capacity to consume is based upon worker income.
- *Wages are the means of getting "economic man" to move forward* — his incentive for working, the "carrot before the donkey's nose." This concept comes out of the nineteenth century when man was viewed as being interested only in his material welfare and work was viewed as dissatisfying drudgery the worker must do to survive. The classical theories of this period were that the wage level should be just enough to supply subsistence to workers but not enough to encourage them to multiply.

Newer Concepts

A concept being developed in the twentieth century is that wages are a standard of living — the wherewithall to purchase goods and services that represent "a way of life." Today the U.S. Department of Labor's cost-of-living index, so often mentioned in wage negotiations, includes a TV set, beauty preparations, and an automobile as well as food and shelter.

Standard of Living. "Standard of living" has different meanings to different groups of people. To some, it may mean keeping ahead of the Joneses. To others, keeping way ahead of the Joneses; keeping up with the Joneses — or just



A pay check may mean keeping up with the Joneses or keeping way ahead of the Joneses. It can mean getting just one foot on the ladder with the Joneses.

getting one foot on the ladder with the Joneses. In our present so-called "classless society," the wage earner often identifies himself with the set of symbols represented by the material goods he can purchase with his earnings. These symbols may help determine his family's acceptance in the community.

Status Symbols. William H. Whyte, author of *The Organization Man*,¹ noted in his book that today we have departed from the nineteenth century Protestant ethic, based upon individual initiative and enterprise, and have embraced the Social ethic, based upon the concept that the good of "the organization" is greater and better than the development of the individual.

"The Organization" may be defined as the work group, the living group, and/or the social group. This American predisposition to be "liked" is evident not only in the worker on the job, with the family in the community, but also in the national outlook.

Whyte observed in his chapter, "The Organization Man at Home," that the picture window is not intended so much for the family inside to look out of as for the neighbors outside to look in — to see whether the family is conforming to the accepted neighborhood pattern.

The conclusion he draws is that if you live in a neighborhood where material goods, such as automatic washers and dryers, are symbols of "belonging" and of status and you don't have them, then you are under considerable pressure to conform. Your income thus becomes the means of conform-

ing to group pressures and of belonging to a particular social group.

Job Status. Status is also manifested on the job; for example, in how people are paid. Hourly labor is, for the most part, paid weekly in cash. White-collar employees are usually paid biweekly with checks. Trouble results when you attempt to pay the higher level employees weekly in cash, even though the amount is the same as they've been getting. They feel their status is being reduced to that of hourly employees.

Incentive Pay. Even though incentive pay would mean more income to workers, it doesn't necessarily follow that more money will induce workers to achieve greater production.

In one factory, for example, the possible difference in pay for greater production at a given job is 35%. Yet, the difference between the lowest and the highest wage earned on that job is only 10%. Industries using incentive systems based on piecework find that workers rarely attempt to earn the maximum. They have formed their work patterns at a wage sufficient to maintain them and more money provides little motivation.

Instances are known where workers paid by the piece have gauged their production to that most workers in the group can achieve. They have even pitched in, on occasion, to "help out" a slower worker who is an accepted member of the group.

The typical situation, where incentive pay is given for monotonous, repetitive work, is for the employees to squabble over piecework rates in order to create a little excitement for themselves in otherwise humdrum jobs.

¹ Published by Simon & Schuster, New York, 1956.

Service industry employees, particularly those directly serving the public, on the other hand, have challenging outlets for their work efforts even on the most routine and tiresome jobs.

The Worker's Wage Viewpoint. In brief, people define their jobs not only in terms of money but also in terms of what money will do. If arguing over a rate gives a person an outlet on an otherwise dull job, money may seem to be the paramount issue but in reality he is probably bored and looking for excitement.

To an employee, a raise in wages may mean a boost in status — that "he's made the team." Or it may represent a threat when added responsibility goes along with the wage increase. If he already earns enough to live on, he may not want more responsibility.

According to economists, *money must be important to the worker*. Yet, to the worker *his role in the work group* may be even more important. In short, you must deal with psychological and sociological influences as well as economic influences in the determination and administration of wages.

Wage Determination

The Job Description. The first step in wage determination is to define and describe the job:

A job is a group of tasks, related or unrelated, pulled together and assigned to a person. A written description is needed of exactly what tasks, duties, and responsibilities are included in each job. You cannot compare your wage structure with that of similar organizations unless you are talking about *comparable* jobs. Otherwise, such a

comparison might be like comparing apples with oranges.

The Job Evaluation. The second step is to ascertain the relative value of each job in your organization and the relationship of one job to another. This task of determining the relative value of jobs is known as "job evaluation," and it is important whether you have five or fifty employees. Basically, there are three systems for determining job values:

1. Random bargaining with the individual worker.
2. Collective bargaining with the unions.
3. Formal job evaluation:
 - A. Nonquantitative
 - 1) Ranking
 - 2) Classification
 - B. Quantitative
 - 1) Factor comparison
 - 2) Point system

This discussion of wage determination will be directed toward aspects of formal job evaluation.

Nonquantitative Evaluation

Job Ranking. A most useful device for the small organization, job ranking provides a basic grouping of jobs according to difficulty within the organization. This method, it should be pointed out, does not measure the distance between the jobs ranked. Since the job, not the employee, is ranked, there may be only six or eight *different jobs* to be ranked, even though 25 or 30 persons are employed.



I've made the team!



Now I can't bowl with the boys.

Pair Comparison is an easy, effective method to rank jobs in the small organization. This method is based on the following formula:

$$\text{No. of Pairs} = \frac{N(N-1)}{2}$$

* "Number of Pairs" is the number of comparisons needed for ranking all the jobs within an organization. "N" represents the number of jobs.

Assume, for the purpose of illustration, that you have six different jobs within your organization. The number of pairs of comparisons to be made would be calculated as follows:

$$\begin{aligned} \text{No. of Pairs} &= \frac{6(6-1)}{2} \\ \text{or } 30 &= \frac{15}{2} \end{aligned}$$

Assume further that you have job descriptions for the following six jobs, listed here alphabetically:¹

Bookkeeper
Cook
Custodian
Dishwasher
Maintenance man (engineer)
Steward

Since the formula indicates that 15 comparisons must be made, a two-column list of job titles is developed that compares each job with every other job. For example:

Control List	First Comparison List
Bookkeeper	✓ Cook
✓ Cook	Custodian
✓ Custodian	Dishwasher
Dishwasher	✓ Maintenance man
Maintenance man	✓ Steward
✓ Steward	Bookkeeper

This comparison, through a revised listing in the second column, is made 14 more times.

The next step is to check that particular job which in each pair-comparison is considered the highest level job. When this step is completed, the highest ranked job will be that job which has 14 checks beside it. The lowest job will have no checks. The remaining jobs will fall into a rank order by noting the comparison-score per job.

An easier way to accomplish the same result is to set up a matrix as follows:

Job No.	Job Title
1	Bookkeeper
2	Cook
3	Custodian
4	Dishwasher
5	Maintenance man
6	Steward

Job No.	1	2	3	4	5	6	Total
1	X	-	+	-	+	+	3+ 2-
2		X					
3			X				
4				X			
5					X		
6						X	

Directions: Using the vertical column of jobs, work across the horizontal column. If Job 1 in the vertical column is a lower level job than Job 2 in the horizontal column, a minus sign should be put under the 2, as indicated in the diagram. Thus, by totaling the plus marks for each job in the vertical column you can determine the rank order of job importance.

Job Classification. This system attempts to fit jobs into specifically described levels of skill and difficulty. These levels are determined after a study of all jobs to be evaluated. Best examples of the job classification system are found in the U.S. Civil Service.

For example, the lowest classification level might be described as including "all those jobs which require little or no experience; where simple oral instructions are given; and where little or no discretion is necessary." Application of this system will give you a hierarchy of jobs; but, again, you will not have any measurement of the relative distance between jobs.

Quantitative Evaluation

Implied, but not stated, in the two systems defined above as "nonquantitative" were yardsticks intuitively used to measure differences in job values. These yardsticks are called "factors" and can be defined as "those elements which are common to all jobs, such as *experience, knowledge, initiative and ingenuity*." These factors exist in all jobs to varying degrees.

Factor Comparison. The factor-comparison method of job evaluation can be carried through by the following steps:

¹ To simplify the presentation, employees who usually receive gratuities to supplement their wages are not included here. For discussion of such worker's pay, see page 28.

Step I. Rank each job as to the *experience* required.

For example, consider the following order:

1. Steward
2. Maintenance engineer
3. Cook
4. Bookkeeper
5. Custodian
6. Dishwasher

Steps II. and III. Rank jobs for *knowledge* and then for *ingenuity*. This ranking will probably provide a chart similar to the following:

TABLE I

Job	Experience	Knowledge	Initiative & Ingenuity
Bookkeeper	4	3	4
Cook	3	4	3
Custodian	5	6	5
Dishwasher	6	5	6
Maintenance Eng.	2	2	2
Steward (highest)	1	1	1

Step IV. Take the existing hourly rates of the six key jobs and distribute the wages among the three factors:

TABLE II

Job	Paid Wage	Experience	Knowledge	Initiative & Ingenuity
Steward	\$3.00	\$1.10	\$.80	\$1.10
Maintenance Eng.	2.80	1.05	.70	1.05
Cook	2.55*	1.00	.55*	1.00
Bookkeeper	2.00*	.70	.60*	.70
Custodian	1.50	.60	.30	.60
Dishwasher	1.00	.30	.40	.30

* Inconsistent money rank. The distribution of money among the three factors is a matter of judgment. Here, for example, Experience and Initiative & Ingenuity are rated on a par for ease in presenting the material.

The ranking of *money* in Step IV should reflect the ranking of jobs in Steps I-III. You will note in the case of *knowledge* that the Bookkeeper and the Cook are out of line. An adjustment can be made in all three factor ratings or in any one of the three, whichever reflects the thinking of the raters as to a more nearly correct relationship:

TABLE III

Job	Experience	Knowledge	Initiative & Ingenuity	Evaluated Rate
Steward	\$1.10	\$.80	\$1.10	\$3.00
M'tenance Eng.	1.05	.70	1.05	2.80
Cook	1.00	.60*	1.15*	2.75*
Bookkeeper	.70	.55*	.50*	1.75*
Custodian	.60	.30	.60	1.50
Dishwasher	.30	.40	.30	1.00

* Adjusted figures.

The more out of line your present rates are, the more adjustments will be required. This system does not attempt to measure distance between jobs by making final adjustments from the paid rate at the time of the study.

In both the Factor Comparison System and the Point System (to follow), the selection and definition of the factors to be used as yardsticks are most important. Several rules of thumb can be followed in making this selection:

- **Factors chosen should be ratable;** *i.e.*, must exist in varying degrees in all jobs to be studied.
- **Factors must be important ones for which you pay a dollar value.** If the increase in wages paid correlates positively with the increase in the amount of the factor found in the job, that factor is ratable; *e.g.*, the more experience a job requires, the higher the wage paid for that job.
- **Factors must not overlap in meaning.** Often physical demands and working conditions are closely related and thus are likely to be combined as one factor rather than treated as separate factors.
- **Factors must be acceptable** — both to management and to employees.

Point System. The point system develops a scale with which jobs can be scored. Taking the three factors used in the Factor Comparison System (*experience, knowledge, and initiative & ingenuity*) spread 100% or \$1.00 among the three, so as to reflect the relative value of

these factors. For example:

TABLE IV

Factor	Distribution
Experience	\$0.40
Knowledge	0.20
Initiative & Ingenuity	0.40
Total	\$1.00 or 100%

Inasmuch as jobs differ in the amount of each factor contained therein, a decision must be made as to levels of each factor existing in the job hierarchy of a given operation. These are called "degrees" of factors and are described by comparative adjectives or specific amounts, as shown in Table V.

TABLE V

Factor	1st Degree	2d Degree	3d Degree	4th Degree
Experience	0-3 months	3-6 months	6 mos.-1 year	More than 1 year
Knowledge	Rudimentary	Literate Grammar school	High or trade school	2 yrs. college or equivalent
Initiative & Ingenuity	Follow simple instructions. No I & I	General instruc- tions. Some judg- ment. Follow writ- ten standards.	Broad instructions. Considerable I & I required.	General policies only. Original thinking a basic requirement.

Taking the original percentage relationship shown on page 25, you can develop a complete set of yardsticks by expanding these figures arithmetically or geometrically. The arithmetic arrangement given below is more typical:

TABLE VI

Factor	1st Degree	2d Degree	3d Degree	4d Degree
Experience	40	80	120	160
Knowledge	20	40	60	80
Initiative & Ingenuity	40	80	120	160

By analysis of the job content and of the amount of each factor required in each job, the point chart and degree of definitions serve as a measuring device, as illustrated below:

TABLE VII

Job	Points
A — Experience to 3d Degree	120
Knowledge to 3d Degree	60
Initiative & Ingenuity to 3d Degree	120
<i>Job A, Total Points</i>	<i>300</i>
B — Experience to 2d Degree	80
Knowledge to 3d Degree	60
Initiative & Ingenuity to 3d Degree	120
<i>Job B, Total Points</i>	<i>260</i>

The difference between Job A and Job B is thus 40 points.

Job evaluation is only a *system* for evaluating job difficulty, not a *science*. The end-product is no more exact than the estimates and judgements upon which the job evaluation is based, but it does provide a methodical yardstick for evaluating jobs.

Rate Structure

Once the jobs in your organization have been described and evaluated, the next step is to set up the rate structure, converting the evaluation into wage dollars.

Before setting any minimum or maximum rates for a job, you may find it desirable to compare your rates (1) with other wages paid in your community; and (2) with wages paid in similar organizations.

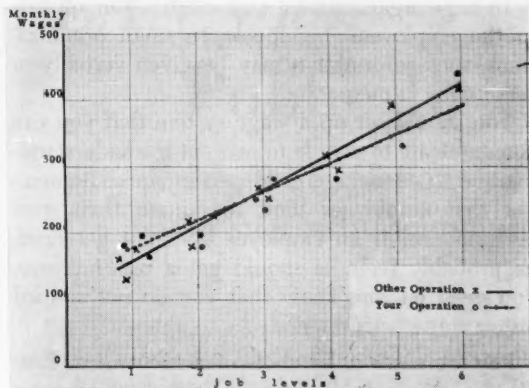
In any comparison of rate structure, it is essential that jobs being compared be properly described and understood. It is also essential that all factors concerning the wages reported be included, such as amount, fringe benefits, and hours worked per week, in order to make a fair comparison. Are the rates quoted you by another organization the starting wage, the average wage, or the maximum wage?

Comparisons can be made at each of these three levels, but care must be taken not to confuse them while making comparisons of rate structures between organizations. When you cannot obtain complete information, a general but less reliable comparison can be made by comparing the arithmetic mean at each job level.

Charting. In making comparisons, the best procedure is to chart your rate structure on graph paper, locating the job classes along the horizontal axis and the wage rates along the vertical axis. The job classes can be shown either by rank (1, 2, 3, 4) or by evaluation points (0, 100, 200, 300, etc.).

To compare your rate structure with those of other operations, enter your rates as scatter dots

(using black ink or circle dots) and plot the line of best-fit freehand. Then enter the rates of the other operation (using red or blue ink or crosses) and plot the line of best-fit for these data.

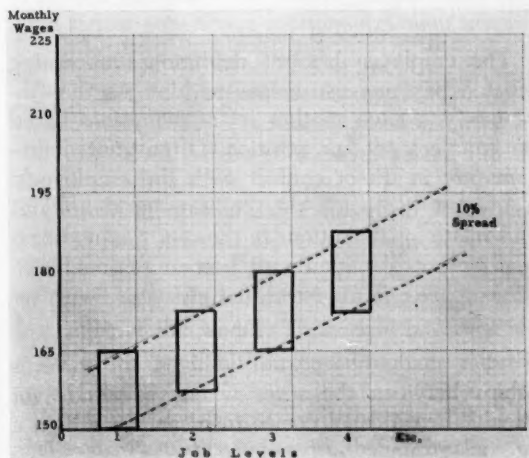


I. Comparing pay scales by "line of best fit."

From such comparisons, you can determine whether you are paying wages above or below the general market.

Rate Ranges. Starting rates or minimum rates are usually governed by the competitive wage rates being paid in your community or by organizations within your industry. Maximum rates are set largely for control. In setting maximum rates, always consider your own salary as manager as the ceiling against which you are working.

The first problem in setting wage ranges for job levels is to determine the width of the ranges from the minimum to the maximum. These factors should be considered:



II. Overlapping Rate Ranges with 10% Spread.

- The type of increase to be used — merit, length of service, or promotion.
- The amount of the increase to be granted — a set sum or a percentage.
- How often increases are to be granted. Frequent increases require a wide range-spread to allow for employees who continue on the job year after year.

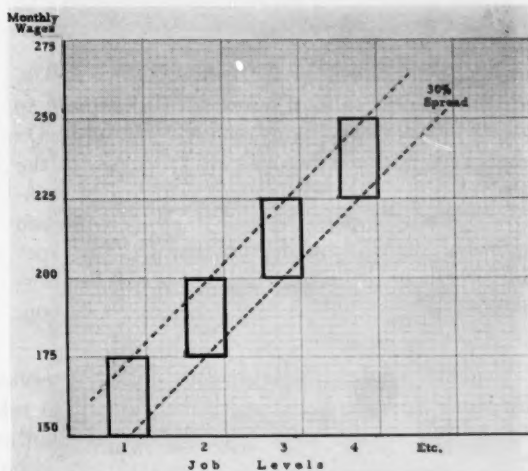
The second problem to determine is the differential between the minimums and maximums of the different job levels. You may set up either an overlapping rate range or a non-overlapping rate range.

Where the job levels are closely ranked, there can be a tight overlap in rates without creating dissatisfaction among workers. Often the experienced worker in one class is worth more than the new worker in a higher class. Most organizations with many workers and many jobs levels find it best to have a tight overlap with about 10% difference in minima and a 25% to 30% range for each grade. Cost curves go up sharply when there is no overlap. (See Charts II and III below.)

Rate Increases. It is wise to have some system for determining when increases in wage rates are to be given. Among the systems used are:

- *Automatic progression*, either arithmetic or geometric, at stated intervals in the work contract. Many unions bargain for this system, with movement based on the length of employment. Rates might run:

Start	3 mos.	6 mos.	1 yr.
\$2.00;	2.05;	2.10	2.20



III. Non-Overlapping Rate Ranges with 30% Spread.

- *Controlled progressions*, based on increases similar to those outlined above, but the supervisor decides when an increase is merited.
- *Pure merit*, in which increases are not given except when the supervisor decides the worker's performance merits a higher wage.
- *Controlled and merit*, which provide for controlled progressions, as outlined in No. 2 above, up to a set point, beyond which No. 3 is applied.
- *Random system*, in which no system is followed but increases are given when, if, and as you have to. Many small organizations follow this practice.

The reason for setting up a wage-increase system is to achieve wage control — to know where you are going. An arbitrary system smacks of favoritism to many employees, especially when they do not know their maximum job rates. Performance and seniority are the factors generally taken into consideration. Some managers, using the random system, have been successful because of their fairness in distributing money available for wage increases.

Pay Plus Tips. In the service industry, one often finds a base wage and an incentive wage for service personnel. Tips serve as the incentive. The standard scale differences between basic pay rates should still be maintained, but consideration of the estimated tips should be given *in arriving at wages*.

For example, a steamtable man would be on a set weekly wage; a waiter would have base-pay-plus-tips. The waiter's job would be evaluated higher but his base pay would be figured lower because of his estimated tips. The waiter must be paid something when there is no business and he is expected to be on duty.

Communication of Wage Systems

What information, if any, do you impart to your employees and how do you impart it? Do you map out your complete wage system for the job, telling him his base pay, the amount of probable future increases, and how those increases are achieved? Or do you depend upon the "grapevine" carrying the news? Inaccurate salary information can be very damaging to your organization.

An employee should know:

1. His starting rate.
2. When to expect an increase.
3. The basis upon which increases are given.

In large organizations, such information appears in the employees' handbook. In small organizations, such information may be given verbally or sometimes in memoranda.

You should set up a wage system that you can communicate to people to prevent misunderstanding and to encourage good performance. Remember that employees tend to equate their own performance. If an employee does not get fired, he probably feels he should get a pay increase. You must let him know that you do not reward just average performance.

Pay increases as symbols of achievement. Employees always know when one of them receives an increase and they measure each other in terms of this symbolic wage increase.

In communicating pay increases, first tell the employee the amount of the increase — that is his primary interest. Then tell him why it was less or more than the symbolic increase usually given.

A worker may view a pay increase as meaning his job is secure. To another, a pay increase means the opportunity to buy a new house or a new car. Some employees work for prestige and they react to a new job title just as favorably as they do to a pay increase, because the new title helps them define the new status to others.

Summary

Believability in wage communication is a two-way street. To achieve it, you must select the correct time, media, words, and emotional appeal to present your explanations concerning wages paid.

The employee has set definitions concerning what a pay increase means to him. As the employer, you have another set of definitions based on your cost-income position. Often your definitions are in direct conflict with the employee's. You must overcome this collision of definitions and relate his definitions to those of the organization. Your explanation must become reasonable to the employee *in his terms*, not just your own.

Alcohol is used as a ritual in some religious services. Studies made of cocktail lounges and taverns also show that alcohol is used as a "ritual" in relationships between the sexes when they endeavor to meet one another or to get to know one another better. When alcohol comes to mean more than a ritual or a convivial occasion to a person, he is on dangerous ground.

—Dr. Harrison Trice, *Cornell University*

PLAN your Public Relations Program

A public relations counsel outlines a program
of successful community service for hotel men.

Every hotel man worth his salt is an able public relations technician. He has to be; no enterprise benefits more from good public relations than the hotel, and none suffers so severely from bad. But a serious weakness of more than one hotel manager is the fact that he is a better day-to-day public relations performer than he is a planner.

There may be some question down on the farm as to which comes first: the hen or the egg. But in public relations there is no question that the plan comes ahead of the program.

The purpose of this article is to discuss some long-range thinking essential to good public relations—the solid foundations of planning on which solid performance can build a hotel's reputation to full advantage.—RLB

"Service" is Success

It is obvious that rude room clerks, indifferent housekeepers and slow waiters can drive a hotel manager out of his mind and out of his job; that service is success and that it must be grade-A at every point of contact with the public.

It is not so obvious, however, that preoccupation with daily operational problems may insidiously blind the hotel manager to the full dimensions of his work.

Like all men of business, hotel men today are hurried and harried by the pressures of their jobs. As a result, many have been pushed so close to the trees of their daily doings that they have lost sight of the woods. Thus, they have lost the sense of perspective that is vital to success in any line of endeavor.

The plain fact is that a hotel is—or should be, if it is really to succeed—more than a machine for making money. A hotel historically and function-

Robert L. Bliss

Robert L. Bliss & Co., Inc.

[Robert L. Bliss is president of Robert L. Bliss & Company, 60 East 42nd Street, New York, public relations consultants. Mr. Bliss began his career with J. Walter Thompson in the 30's after graduation from Cornell. Among his professional activities and honors — he was for seven years Executive Vice President of the Public Relations Society of America, and is a founding Council Member of the International Public Relations Association, London. Presently he is in his fourth year as Chairman of the international body's Research Committee constructing an international code of practice for the field. He is a member of the Cornell University Council, president of the Class of 1930 and gave a lecture course on public relations to Hotel Management seniors in the Spring term of 1960.]



Robert L. Bliss

ally in today's society should be a community institution of the front rank, alongside the public library, the churches, the service clubs and the schools.

This is particularly true in middle-sized and smaller cities—exactly the places where both great need and great opportunity exist for the hotel to become a major factor in the community.

It hardly needs to be said that the more the hotel contributes to a better community life, the more vigorous and lasting will be the allegiance it commands from the permanently available customers—the citizenry. And loyalty of these people, in turn, will illumine any hotel with the warm glow that tells transients they are in a real home away from home: the kind of place they like to stay.

Does Your Hotel "Serve"?

Every hotel manager needs to sit down occasionally, put his feet up and try to see himself and his hotel in perspective.

How far is he reaching out into the community groups? How effectively is he helping to raise the quality of community life? How many civic groups use his hotel? How many wedding receptions are held there? How often do the leading citizens use the hotel? (A very good gauge of how good the hotel is, by the way.)

The "Opinion Makers"

These leading citizens are key factors in the success of the able hotel manager. He knows that they are not only people with money to spend but that, more importantly, they are also the opinion makers. The extent to which they use the hotel, and the ways in which they speak about it influence their peers in the power structure of the community—and these evidences of favor or disfavor filter down through the social strata to the advantage or disadvantage of the hotel itself.

Every hotel manager, therefore, should make it a point not only to know and speak with the opinion makers in town, but also to keep in touch with them as often as possible through the year. Christmas cards are a clear opportunity to make effective contact. Personal notes about matters of community interest are another. The manager who is alert and imaginative will not be short of such opportunities, if he takes time to think about them.

Create Opportunities

In fact, he will *create* those opportunities.

For example, he will invite ten or a dozen leading citizens one day each week (not too many at one time) to have luncheon and make an inspection tour of the house. Very few people ever have been behind the scenes in a hotel; many, many men would be fascinated by the problems and solutions involved in heating, personnel management, elevators, maintenance, accounting and all the things that concern them in their own businesses.

And the smart hotel man will invite the leading ladies of the community, too. They will be fascinated by supply and service problems connected with food, linen, banquet service, laundry and the various facets of housekeeping.

If these leading citizens are impressed by your hotel and the job you are doing, you have created effective ambassador-salesmen for the house. (And if you feel apprehensive about whether or not they will get a good impression, perhaps you should make some improvements.)

Community Service

The hotel man who sits down and really analyzes his community will see an almost unlimited number of opportunities not only to make influential friends, but also to contribute to the enrichment of the civic life.

For example, the hotel can help the schools along the lines of the so-called Austin (Texas) Plan, under which facilities are provided to 11th and 12th grade food classes. As it renders this public service, the hotel makes friends among the young people who are the future leading citizens of the town.

For example, it would make a lot of friends, young and old, around the community if the Boys' Club were invited to hold its annual dinner at the hotel for \$1 per boy. Give them a \$5 feast and charge the difference to sales promotion; you'll get plenty of deserved publicity for it.

The "Communicators"

Above all, the smart hotel man will know his local communications people—editors of newspapers, managers of radio and television stations, and as many reporters and feature writers as possible.

At least twice a year each communications executive should be invited to the hotel for luncheon or dinner, be shown any new improvements and in general be filled in on the progress of the enterprise as a leading community institution.

If you are on a first-name basis with these communicators, you can pass along to them items that will benefit your hotel—meetings held by service groups, interesting or amusing happenings, newsworthy guests, and so on.

There is one big proviso to this: don't try to pass off on editors things that are nonsense or are obviously self-serving. Confine yourself to legitimate news and two things will happen—(1) your hotel will get plenty of good publicity and (2) your editor friends will be your fervent admirers.

Consequently, they will listen with attention when you have something to say on behalf of what you yourself are doing—for example, figures on the contributions your hotel makes to the general prosperity of the community (wages paid, supplies bought from local merchants, taxes poured into the coffers of the local government).

This kind of information is excellent public relations. It is basic. And it puts your hotel on a par with the industries which provide livelihoods for the wage-earners of your city.

In conclusion, let this be said:

The hotelkeeper, under the ancient rule of the English Common Law, is a public servant; he is required to shelter and serve all comers, excepting improper persons.

But the hotel man is a public figure in a larger than legal sense. He is the manager of an enterprise which can be, and should be, a public institution of great force and effect in the life of his community.

He must do more than discharge his legal obligations to the public. He must project himself and his hotel into the active society of his townsmen. In other words, his approach to participation in community life must be *positive*, rather than *passive*.

The hotel man who develops long-range plans for such community identification will find that his daily performance of good public relations techniques will be better directed, and cumulatively more valuable.

Wine Course at Cornell in Ninth Year

Wines and wine cookery are being offered for the ninth consecutive year as a course to students enrolled in the School of Hotel Administration at Cornell. The program, which carries one hour of academic credit, covers, in addition to the history of wines, its proper service and glassware, such details as types of wine grapes; wine processing and storage; domestic (Eastern and California) wines and foreign wines; wine cookery, and merchandising. Included in the program is a field trip to the Finger Lakes wine cellars for on-the-spot instruction in wine making and bottling.

The program is under the direction of Charles Fournier, director of Gold Seal Wineries, Hammondsport, New York, whose *Charles Fournier Champagne* has repeatedly won awards at various international expositions. Mr. Fournier, a graduate of the University of Paris, comes from a family well known for wine making in France—his uncle headed the Cliquot wineries for many years.

Assisting Mr. Fournier are Julius Wile of Julius Wile & Sons, New York City; Walter Todé, Todé's Inn, Ridgefield, Connecticut; Junie Mays, Taylor Wine Company, Hammondsport, New York; Joseph S. Pierce, Pierce's Restaurant, Elmira, New York; and a specialist on California wines from the Wine Advisory Board in San Francisco.

The climax of the program is a Wine Expert Panel, whose personnel this year will probably include Messrs. Fournier, Wile, Todé, who are instructors in the program, and such noted wine specialists as Harold Grossman and Philip Wagner. A written final examination ends the course. Needless to say, some wine sampling is also a required part of the program.

BINDERS for *The Quarterly*

So many subscribers have written us that they plan to bind their copies of *The Quarterly* that we are now investigating suitable binders to offer subscribers at reasonable cost.

SAVE your back copies. We have only a handful left. One day they may be "collector's items."

The result of the educative process is capacity for further education.

John Dewey

NRA's Executive Development Program

Over 1,000 food service executives have participated in this program during the past three years. More seminars are being planned.

*Donald Greenaway
Executive Vice President
National Restaurant Association*

During the past three years the National Restaurant Association, with the co-sponsorship of state and local associations, has conducted fifteen 5-day top management seminars in 12 different locations. A total of more than 1,000 food service executives participated at a cost to them in tuition and travel expenses of over \$350,000.00.

A study of the graduates reveals that these executives come from all types and sizes of food-service establishments:

- from the "Ma and Pa" cafe at the crossroads to top officials in the largest chains
- from the small drive-in to the large industrial feeding establishment
- from the small towns to the largest cities
- from the 12-stool counter to the "swanky" Four Seasons
- from hospitals, clubs, hotels, cafeterias, airlines
- from Miami, Florida to Edmonton, Canada
- from San Diego to Maine
- Hawaii to Switzerland
- and then numerous executives from just plain good restaurants "all over."

Astonishing

At a first thought, it would seem utterly impossible to find among this heterogeneous group of



Donald Greenaway

food service executives a common interest—a common denominator—to engage their intense interests, energies, money and time for five days and nights in a rigid schedule. The seminars included lectures by leading authorities; question-and-answer discussions; demonstrations; films; and rigorous night work on actual and perplexing case problems from the industry.

Yet, astonishing as it may seem, on questionnaire returns from all graduates, almost 100% give an enthusiastic stamp of approval on the course. More than 95% indicate a desire to continue such study in advanced courses. One company has 13 graduates of the course. And one graduate, a multiple-owner, was so elated over the value of the course that he mailed NRA a check for \$100 in addition to his membership fee and tuition.

When food service executives get together they are almost certain to drift quickly into their favorite subject—their stock-in-trade—*food*. But oddly enough, the technical and operational aspects and details of food production and service are not a part of the course, and seldom mentioned—and then only incidentally.

The Common Denominator

When, over three years ago, the NRA Board of Directors and Officials approved the Executive Development Program, they wisely decided to steer clear of all operational aspects of food service and to go directly to the root of all troubles—

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Gerald W. Lattin, Ph.D.

Gerald W. Lattin, Ph.D.
*Professor of Personnel Administration
School of Hotel Administration
Cornell University*

In a race to determine the most persistent problem area in hotel management, personnel relations will win going away. The very nature of our business practically guarantees that this will always be the case. In its quest for solutions, management quickly discovered that there was no panacea.

Human beings are complex; attitudes, feelings and emotions are intangibles. These two facts ruled out the possibility of finding a series of techniques which, if correctly applied, were guaranteed to get results; i.e., abolish personnel problems.

Hotel men, with some notable exceptions, have been hesitant about introducing management practices long accepted as standard operating procedures in other industries. Recently, however, the old attitude—"A hotel is a unique business; what works in a factory will never work here"—has yielded ground to the attitude, "Maybe those fellows have something after all; let's have a second look." This fresh approach brought action.

Developing the Program

In 1957, the American Hotel Association's committees for Education and for Employee Relations tackled the problem of how best to assist A.H.A. members with their personnel problems. Com-

AHA's Supervisory Training Program

Over 2,000 trainees have completed this program in the past 14 months. A course instructor sums up the program and gives his evaluation.

mittee members, working closely with Mrs. Hilda Watson (Gifford) and the late Kenneth Lane, agreed that many management personnel problems centered around supervisors and department heads. Many technically competent supervisors, unfortunately, lack real supervisory skills. After much discussion and fact sifting, the committee members concluded that the best approach was to develop a supervisory training program tailored to the specific needs of the hotel industry.

Once this decision was made, two more problems had to be solved: 1) financing the program; 2) constructing the course. These problems were quickly solved when The Statler Foundation agreed to underwrite the cost of the program and The Research Institute of America was selected to develop the instructional material for the course. There followed a year of intensive and extensive research in hotels of all types across the country. Then, in 1959, the American Hotel Association's Supervisory Development Program was born.

The Program

This Program is designed for conference-style presentation. It consists of fourteen two-hour sessions covering four major areas:

1. Dealing With People

- a. Understanding and Motivating People
- b. Delegation — Or, How to Get Greater Results . . . Through People
- c. Giving Orders That Get Action

- d. How to Handle Gripes, Complaints and Grievances
- e. Maintaining Discipline
- f. Developing Sound Relations with Other Supervisors and Departments
2. Communication
 - a. How to Get Your Ideas Across
 - b. How to Lead Effective Group Discussion with Your People
 - c. Practice Session on Holding Group Discussions
3. Training
 - a. What Every Supervisor Should Know about Training
 - b. Putting Training Principles into Action
4. Cost Consciousness and Methods Improvement
 - a. Cost Control Pays Off – for Everyone
 - b. Applying Tools and Methods of Cost Control
 - c. Plugging Cost Leaks

Classes are limited to fifteen participants, so that each person may have an opportunity to "have his say." The course is designed to elicit discussion among the supervisors, and the instructor's role is one of conference leader and moderator. There is no expert who doles out "gems of wisdom" in this program.

The instructor's manual is well done and suggests techniques, procedures and visual aids that will add to the interest and achievement of the trainees. Each session includes case studies, exercises, brain teasers, as well as a summary of the key points.

Last, but most important perhaps, comes the regulation concerning who may use the manual and how he obtains it. One must attend a training course, usually three days, which prepares him to teach the course. I have been through this course and feel that it is very helpful. For a person with no teaching experience, it is a must. This regulation at least partially insures against the misuse of a good manual by an unqualified, poorly informed person.

First-Year Results

Eventually every new idea or program must be evaluated. Now that the A.H.A. Supervisory Development Program has been in use for fourteen months, let's appraise it critically. *What have been the results? Do we have a program that lives up to its promise?* My comments are based on personal experience in teaching the course and upon

the opinions of a number of hotel men who have introduced the program into their operations.

The choice of the conference-style training technique was a wise one. It is working out well. The aim of the course is to develop proper attitudes toward work and supervision on the part of the supervisor. To develop or change an attitude is one of the most difficult tasks a man can undertake. Lecture and exhortation do not produce results in this area. Psychologists are generally agreed that the most effective way to change and develop attitudes is through participation and group discussion, both of which you get in the A.H.A. Course.

Who should give the course? I have heard the remark that the instructor's manual is so complete and so detailed that anyone who takes the course for trainers can give the Program. In my opinion this is not true. As good as the manual is, much of the success of the course depends upon the instructor. Not everyone has the ability to lead a group discussion nor can he acquire it overnight.

I believe that it is helpful for the instructor to have had experience in the business, although it is not absolutely essential if the man is an excellent teacher. It is questionable whether the manager should instruct the program. His presence gives prestige and importance to the course; but might serve to inhibit free-wheeling discussion on the part of the supervisors.

How do we rate the contents of the 14 units? This is not an easy task nor one on which you will get unanimous opinions. The units vary in interest value and in depth. I feel that two of the units are weak, seven rate good to excellent, and five are outstanding. Taking the course as a unit, the rating must be excellent.

Reaction of Hotel Men

The A.H.A. Supervisory Development Program has caught on rapidly in most parts of the country. Over 2,000 trainees have completed the course. The A.H.A. has started a Century Club which already includes as members:

State	Graduates
Pennsylvania	161
California	159
Tennessee	152
Kentucky	127
Virginia	124
West Virginia	124
New York	121
Washington	100

The Club Managers Association of America is using the program for its series of annual seminars throughout the United States. Mr. John Beaumont, Chief, Distributive Education, U.S. Office of Education, states that this Program is considered one of the best available.

Evaluation

Most rewarding of all has been the response of hotel men to an evaluation questionnaire developed by the A.H.A. The comments have been highly favorable and enthusiastic.

Typical of many responses is this quotation from Mr. William Pfeiffer, Manager, Hotel Seminole, Jacksonville Florida:

Industry executives and hotel managers in particular have long been looking for the magic wand which would solve their training, personnel, and profit problems. Human nature being what it is, the probability of finding such a device is remote, to put it mildly. But the American Hotel Association's new Supervisory Development Program comes about as close to magic as anything so far conceived. And it is perhaps one of the most valuable programs A.H.A. has ever pioneered.

As a concluding comment, I would like to suggest that this program makes an excellent refresher course for executives.

NRA, continued from page 32

management. The entire curriculum is built around the five basic functions of all managements—regardless of the industry or business, its type or size:

- Planning
- Organizing
- Coordinating
- Supervising and
- Controlling

NRA proceeded on the premise that:

- The *functions* and *principles* of management are the same in all food service establishments—regardless of size or type.
- The only variable lies in *method* and *application*.
- An efficiently managed restaurant will have efficient operations.
- The principles of modern management science are just as applicable to the food service industry as they are to the automotive industry.
- Lecturing authorities need not have experience in food service (more than half of the faculty have had no such experience) and

- If sound principles of management are observed by top management, good methods and application follow easily.

The EDP experience and results have confirmed these premises.

The Course of Study Includes:

- Developing a management philosophy
- The basic functions of management
- Personality traits and attitudes of successful executives
- Planning a successful restaurant operation
- Organizing to accomplish objectives
- Principles of executive leadership
- Principles of personnel management
- Techniques of personnel management
- Establishing an equitable wage structure
- Standardizing for efficiency
- Work simplification and work measurement
- Yardsticks for quality and cost control
- Motivation of employees
- Communicating with employees
- Establishing good labor relations
- Role of supervision
- Developing department heads
- Problem employees—counseling
- A do-it-yourself final examination
- A plan for activating a management improvement program

Of the course content, 65% rate it "most appropriate to their problems and needs," while the other 35% say it is fairly applicable.

An outstanding faculty of excellent speakers presents lectures on each of these topics for an approximate total of 20 hours to lecture work. Ample time for questions and answers following each lecture is provided.

Of the speakers, 459 graduates were polled for ratings. Four hundred thirty-five rated them "excellent" and 24 rated them "good." None rated the speakers "fair" or "unsatisfactory."

"Skull Practice"

During the first day, the enrollees are organized into groups of six each, with a leader and a recorder. From a booklet of 50 actual case problems, several cases are assigned for two to three hours of group work each night. Guide-line questions follow each case problem, and cases appropriate to the lectures during the day are assigned.

Cases are representative of all management problems:

- The new assistant manager
- The chef who wouldn't change with the times
- The pouting waitress
- The "secret" promotion
- The "mad" car hop
- Mrs. Scott's forgotten birthday
- The labor cost crisis
- The battle of the chefs
- Disorganization and the waitresses' rebellion

All group findings on each case problem are reported back to the general assembly and discussed again.

From Frost to Warmth

At first the attending executives evidence a strangeness about the seminar. They are somewhat skeptical, aloof, and receding. But by the end of the first day an *esprit de corp* begins to develop rapidly. By the end of the week a most encouraging unity and fellowship have developed among the executives. And this unity and fellowship seem to continue. Graduates visit each other's establishments and many of them return to visit other EDP sessions. There have been many suggestions to organize an EDP Alumni Association.

Background

Modern "management science," as it is known today, is comparatively new. Spearheaded by the Gilbreths, Frederick Taylor, and Henry Fayol on the heels of the industrial revolution, management science developed rapidly under the impetus and necessities of World War I. World War I placed major emphasis upon training of employees.

Came World War II and the stark necessity of converting over 20 million workers from peacetime jobs to war work; here the emphasis very wisely was placed upon the training of supervisors and foremen to train workers.

But in the aftermath of World War II there emerged, on a broad scale, a far more logical approach to training—the training of top management in its basic functions and responsibilities.

This about-face was due to four major factors:

1. The management responsibility had grown several-fold
 - from the "hiring and firing" gang boss to the leader
 - from authoritarianism to leadership
 - from purely economic responsibilities to the worker, to broad ethic and social responsibilities.
2. While major additional responsibilities were being added to the manager's job, due to the inroads of unions, laws, and social pressures, his authority was rapidly diminishing.

3. Accelerated advances of technology.

4. The critical scarcity of people who could measure up to the greatly multiplied responsibility of modern management with its diminished authority.

Consultation firms were launched on widespread manhunts for capable executives. Executive salaries increased. One consultant firm limited its services entirely to executive recruitment.

Executive development came into full bloom. Management-training courses flourished on the college and university campus—night school and by extension. Trade associations sponsored courses. Large corporations established comprehensive management development programs within their companies. Within a short span of years, the American Management Association progressed from an initial 12 management seminars to over 1200—from the enrollment of a few hundred executives to an enrollment of a quarter of a million. It has been estimated that each year over a half million executives "go back to school," for from a few days to several months.

It was inevitable that this movement strike small business. A top executive of one of the nation's largest food chains said to an authority on management development: "If you can recruit and train a sufficient number of good managers for us, we can triple our operations in three years!"

The owner-managers in the food service industry must recognize two facts:

1. Smallness or the type of operation does not license inefficient management—the cost of which must be passed on to the consumer.
2. Ownership does not necessarily confer upon the owner efficient managership.

NRA Challenged

The Board of Directors and the Officers of the National Restaurant Association are trying to meet this challenge through a comprehensive management education program.

Apparently it is being done. Of more than 1,000 graduates of the 5-day basic course, 98% have indicated a desire to continue such training, if it is made available. Less than 2% were "undecided," and two graduates said "No."

Road Block

The major obstacle encountered has been promotion, communicating clearly and understandably what the program really is:

- Management development is a new concept to an industry inclined to think largely and almost exclusively in terms of operating problems and tradition.

- The reluctance of executives to admit openly and actively that they are in need of training. As one owner-manager said of an executive course, "Just get me some good employees and I can do this job all by myself without any management training—" There is inevitably status and pride involvement in management training.

Looking Forward

Historically the executive development programs are painstakingly slow, expensive, and discouraging in their initial stages. But it is also true that once "in orbit" they mushroom. Currently, over 25% of registrants account for their enrollment through—not the promotional literature they have seen—but through the recommendation of an EDP graduate.

For the year 1960-61, seven seminars have been scheduled:

Continued from page 20

REGION III—(Delaware, District of Columbia, Maryland, Pennsylvania)

Regional Office: Chambersburg, Pa.

Field Offices: Baltimore, Md.
Harrisburg, Pa.
Philadelphia, Pa.
Pittsburgh, Pa.
Wilkes-Barre, Pa.

REGION IV—(Alabama, Florida, Georgia, Mississippi, South Carolina)

Regional Office: Birmingham, Ala.

Field Offices: Mobile, Ala.
Jacksonville, Fla.
Miami, Fla.
Tampa, Fla.
Atlanta, Ga.
Columbus, Ga.
Savannah, Ga.
Jackson, Miss.
Columbia, S.C.

REGION V—(Michigan, Ohio)

Regional Office: Cleveland, Ohio

Field Offices: Detroit, Mich.
Grand Rapids, Mich.
Cincinnati, Ohio

REGION VI—(Illinois, Indiana, Minnesota, Wisconsin)

Regional Office: Chicago, Ill.

Field Offices: Springfield, Ill.
Indianapolis, Ind.
South Bend, Ind.
Minneapolis, Minn.
Madison, Wis.
Milwaukee, Wis.

REGION VII—(Colorado, Iowa, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming)

Regional Office: Kansas City, Mo.

Field Offices: Denver, Colo.
Des Moines, Iowa

September 19-23, 1960

McAllister Hotel, Miami, Florida

October 10-14, 1960

Erie County Technical Institute,
Buffalo, New York

November 7-11, 1960

Marriott Motor Hotel, Dallas, Texas

January 16-20, 1961

Broadmoor Hotel, Colorado Springs, Colorado

February 20-24, 1961

Hotel Utah, Salt Lake City, Utah

March 6-10, 1961

Union Building, Indiana University Medical
Center, Indianapolis, Indiana

June 5-9, 1961

Marriott Key Bridge Motor Hotel,
Washington, D.C.

Last summer NRA conducted in Chicago three workshops as a follow-up to EDP on "Manpower Utilization." These were well received.

Wichita, Kans.

St. Louis, Mo.

Omaha, Nebr.

REGION VIII—(Arkansas, Louisiana, New Mexico, Oklahoma, Texas)

Regional Office: Dallas, Tex.

Field Offices: Little Rock, Ark.
Shreveport, La.
New Orleans, La.
Albuquerque, N. Mex.
Oklahoma City, Okla.
Fort Worth, Tex.
El Paso, Tex.
Houston, Tex.
San Antonio, Tex.

REGION IX—(Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington)

Regional Office: San Francisco, Calif.

Field Offices: Hollywood, Calif.
Long Beach, Calif.
Los Angeles, Calif.
Oakland, Calif.
Honolulu, Hawaii
Portland, Oreg.
Salt Lake City, Utah
Seattle, Wash.

REGION X—(Kentucky, Tennessee, Virginia, West Virginia)

Regional Office: Nashville, Tenn.

Field Offices: Louisville, Ky.
Knoxville, Tenn.
Memphis, Tenn.
Richmond, Va.
Roanoke, Va.
Charleston, W.Va.

COOPERATING STATE AGENCY — (North Carolina)
North Carolina Department of Labor: Raleigh, N.C.

Alaska: Anchorage

Puerto Rico: San Juan

What We Can Do to attract and keep better personnel.

Arnold Strohkorb, Cornell '51

Director of Food Service

Princeton University

The hotel and restaurant industry is a vital one that is rapidly expanding. Immediate action is needed to attract young employees who are truly productive and who will stay with the industry. What can we and must we do to attract and keep better employees?

- Bring our standard of employee wages and benefits up to acceptable standards.
- Sell ourselves to the country's youth and tell them why it is to their advantage to devote their talents and skills to our industry.
- Once recruited, young people should be given adequate and competent on-the-job training.
- Develop the "management viewpoint" among employees by
 - recognizing employee performance
 - promoting from within
 - developing pride in job
- Review each employee's record as the basis for promotion, wage increases, and to sort out employees not performing up to your standards.
- Keep employees informed about their job performance by going over each employee's record with him periodically.

For the past six months I have been trying to fill five executive positions in the new and expanding Food Services Department of a private college. The qualified applicants have been few. In addition, I have tried to find sixty reliable people for jobs ranging from dishwashing to cook-

ing—with equally disappointing results. And yet, in one respect, these six months have been valuable. They have confirmed a conviction which I have formed during my fifteen years in the food services industry; namely, the industry is losing its ability to attract good employees. The forward-looking, the reliable, and the competent are seeking work in other fields—and for good reasons.

Other industries have recognized the present-day difficulty of attracting qualified employees, and they have actively competed among themselves to attract the best. Our industry has fallen behind. To give a few examples, we have been lax in establishing the forty-hour week, a livable minimum wage, sick leave and retirement benefits, group life and health insurance, and a program of stable and secure employment. Although other industries have offered these benefits for years, ours has been among the last to comply, and thus we have lost our bargaining power with the better employees.

The quality of our personnel has been and will continue to be — unless we change our ways — in a steady decline. Our final product and net income cannot help but decline also. In speaking of the industry as a whole, I am in no way implying that nothing has been done at all. Quite to the contrary, much has been done but they are exceptions, I am afraid, rather than the rule.

It has been my experience that the greatest improvements in employee's benefits have come in the industrial feeding group, where the caterer has been forced to grant his employees the same benefits that are enjoyed by the employees of the plant where his food service is operated. Recently a survey of Central New Jersey industrial plants revealed that in-plant food personnel received an average wage of \$1.15 per hour. This must obviously be a higher average than the balance of the industry as testified by the recent battle to eliminate feeding establishments from the minimum wage coverage.

Continued on page 41

What Can We Do to attract and keep better personnel?

*Prof. Matthew Bernatsky
School of Hotel Administration
Cornell University
Ithaca, New York*

It is a well-known fact that skilled workers are needed for the successful operation of fine hotels, outstanding restaurants, and well-run private clubs. The manager cannot hope to meet the individual needs of his patrons or members with machinery. For you can mechanize your operation only up to a certain point. Then you need *people*.

Most customer complaints are directed not at a hotel's accommodations, not at a restaurant's food, not at a club's facilities, but at the courtesy and service of the personnel. Intelligent, well-trained, happy people are needed in our industry. Even the machinery now being purchased needs skillful operators.

What We're Now Doing

I've found that hotels, restaurants, and clubs are offsetting their shortage of qualified personnel by:

- offering better working conditions.
- improving physical facilities through more machinery and better equipment.
- providing on-the-job training.
- setting up systematic opportunities for promotion from within.
- upgrading titles to give jobs more dignity.

These procedures and practices are typical of those being widely used in other industries with which we compete for well-qualified workers. Yet, it must be conceded that our industry as a whole does not attract and keep its fair share of qualified personnel. There are several reasons why this may be true.

The Basic Problems

It seems to me that:

- The average American views the service industries, including hotel and restaurant work, as offering jobs low in pay, low in dignity, and low in the opportunity to get ahead.

- As a nation, we tend to over-promise "the future" to our children, and, in political years, even to American adults.
- We have, accordingly, too many frustrated, disappointed, and disillusioned people, because those "bright promises" do not readily materialize. Early in life, many young folks become cynical, believe in little, lack faith in the future, and have no enthusiasm for their work.
- As a whole, too many of us have lost pride in craftsmanship and the personal pleasure derived from a job well done.

What We Should Do to Attract Workers

What can we do to attract and keep good workers? I believe that hotel, restaurant, and club operators, the American Hotel Association, the National Restaurant Association, the Club Managers of America, the schools, the universities, and the trade press should all work together to present an *accurate* picture of our industry through every available channel.

The truth is that:

- Housing and feeding fulfill mankind's most basic needs.
- People providing these basic services contribute more to mankind's daily happiness than does any other industry or profession.
- Jobs in housing and feeding have fringe benefits not usually found in other industries.
- Jobs in housing and feeding provide fascinating opportunities to meet many different people in varied situations — there is no job monotony.
- Our industry paves the way to diversified occupations and is particularly suited to free enterprise; that is, the opportunity to get ahead, to be your own boss, to own your own business.
- Our industry provides the means to attain responsible citizenship in the community and in the nation. A hotel, restaurant, or club is a gathering place for the community leaders. The owner or manager is well known and respected.
- Our industry helps to conserve the nation's resources by utilizing the whole carcass of the animal and by making the fullest use of plant life through offering a greater variety of food than is possible in the home.

How We Can Keep Personnel

In addition to telling our true story to American youth and adults, I think our industry should put more emphasis upon on-the-job training and upon upgrading the titles of our workers.

On-the-job training. On-the-job training provides a constant source of skilled workers. When department heads provide on-the-job training, the employees have an opportunity to grow on the job, and thus they become more satisfied with their work. If everyone in our industry provided on-the-job training, there would not be such a cry for good cooks, stewards, and other personnel. We would train our own.

A good department head who is also a teacher-demonstrator makes the most successful instructor. He must be able to tell *how* and *why* a job is done as well as *show*. This instruction should be given before and after rush periods, when the learners are relaxed and receptive. The learners should be permitted and encouraged to ask questions and to demonstrate their ability in teacher-learner situations. Salesmanship should be part of front office, banquet, and waiters' training programs.

Upgrading titles. Let's find some way to add dignity to the jobs in our industry so that our personnel will be respected by the public at large — and what is more important, respect themselves and their jobs.

The work of an airline hostess is 80 per cent similar to that of a banquet-room waitress. But what a world of difference there is in the public's attitude toward these young women! And in the attitude these young women have toward their

jobs! The waitress often feels that she is socially ostracized because of her work. Don't you think it's time that we do something to remove the menial label from the job of waiter or waitress? Otherwise, how can we hope to attract and keep better qualified personnel? How can we hope to have selectivity?

Some hotels have changed the title of "maid" to "floor housekeeper" and "assistant floor housekeeper" and are thus attracting higher type personnel and experiencing a measurable decrease in turnover in these jobs.

And what about dishwashers? They are responsible for the sanitary condition of our china, glassware, and silverware. They operate intricate, expensive machinery. Yet they are labeled "scullions." What man can take pride in his job and have his family take pride in him when he must constantly be apologetic about his work? Should we upgrade the title of "dishwasher" perhaps to that of "sanitary mechanic" or "machine operator"?

Conclusion

As an industry we should not beat our breasts and sigh that our case is hopeless. Visit any large factory. Visit any large office that has a "bull pen" of clerical workers. Consider the take-home pay and the opportunity to get ahead that these types of workers really have. Go back to your own operation and take a critical look at the jobs and the opportunities you can offer. Then go to work, with the aid of associations, schools, and the trade press, to tell the people in your community the truth about jobs in the housing and feeding industry.

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It is amazing the number of top positions that go begging for the right individual. It may take ten or twenty years to fit the pattern but the formula is not complicated or beyond your possibility. All that is required is determination and willingness to spend an extra two or more hours daily in putting knowledge inside your head. Your mind, you see, is a very unusual machine; the more it is used, the better it functions. The more knowledge it absorbs, the greater its capacity for still more knowledge. The larger your fund of knowledge, the larger your pay check, and the

more obvious is the difference between your capabilities and those of others who let their mind growth wither.

The Conrad Hilton Employee Development Program combines the opportunity for a willingness to learn with the opportunity for the employee to demonstrate positive character traits—together these factors can spell success to the individual. Such abilities properly developed and coordinated through good channels of communication and training can, indeed, provide "opportunities unlimited."

I can conceive of nothing more foolish than to say the world is finished. We are not at the end of our progress, but at the beginning.

Charles F. Kettering

Wages

To look at one example of general negligence more closely, let's choose our attitude toward wages. Our failure to establish an adequate, competitive wage scale is understandable. We, the management of the industry, have been trying to keep our costs at a level that will allow us to sell our product in a competitive market. Basic food expenditures can be controlled only after the product is in our plant. We have no control over the raw food market or the conditions of nature that produce an optimum crop at a reasonable cost. We have little if any control over the rising expenses of overhead except within our establishments. The one area in which we can exert great control is payroll cost, and here *we* have exerted the greatest control possible.

Nor is there evidence that our attitude toward payroll cost is improving. According to the Statistical Abstract of the United States 1959, the gross average weekly earnings for production workers in the manufacturing industry was \$83.50 per week. In the food industry it was \$45.20 per week, and this was the lowest grouping represented.

In checking the statistics for the average employment and total wages earned in those industries covered by unemployment insurance, I found the overall average for all workers was \$4,377.21 per employee per year. The highest industry represented was the mining industry with an average of \$5,258.47, and the lowest was the food industry with an average of \$2,133.86 per employee per year.

An aggressive and forward looking management cannot wait for the federal or state governments or outside pressure groups to force us to remedy this situation. In 1950 three of the industries listed had a salary range less than \$1.00 per hour. These industries were retail stores (.977/hour), laundries (.86/hour), and hotels (.771/hour). A livable minimum wage should be a tool of management, and we must take the initiative in correcting this situation.

Other Benefits

The problem of paying adequate, competitive wages at all levels of employment is therefore one which our industry must face. If we hope to attract good employees, we must also offer the other employment benefits I have mentioned — benefits already offered by many other industries — namely, the basic forty-hour week, sick leave and re-

tirement benefits, group life and health insurance, and a program of stable and secure employment. These are the features a prospective employee will look for and expect to find in an industry of today.

Job Security. The caliber of people we want to attract to this industry look for stability and security of employment. They consider this equally, or in many cases, more important than other employment benefits offered. One of the real problems facing an educational institution is a nine or ten months' season with either no summer employment or a greatly reduced staff in the summer.

Many institutions are presently trying to attract summer conferences, management training programs, and other summer groups to room and board on their campuses so that the seasonal problems can be reduced. Many institutions have tried working with nearby resorts so that key personnel can be placed in summer jobs and be available to the institution again in the fall.

Other sections of our industry have equal seasonal problems, as in the case of year-round resorts that have fluctuating seasons during the year; large hotels in our metropolitan areas that are affected by conventions and vacation periods; roadside restaurants that are affected by travel habits and moods of the public; and industrial plants that are affected by seasonal production. It is many times economically unwise to bridge the gap of these many, varied seasonal problems and retain our employees during the slack periods. Yet, I wonder if it might not be wiser, in the long run, to find some way to retain these employees. Once a good employee is lost because of seasonal layoffs, it is very difficult to replace him when business reaches normal again.

The "Split Shift." Another condition, inherent in our system, is the split shift. I know that it is extremely difficult and, in many cases, almost impossible to eliminate this problem. It is my opinion that management must find a way to operate (through rearrangement of layouts where needed, rescheduling work loads where possible, multiple utilization of employees where practical, or in any other way) so that split shifts are eliminated from our industry completely. I am referring here to full-time employees who work a split shift and not the part-time employee who works one meal or a few hours a day. The split shift and seasonal layoffs have caused many, many qualified personnel to seek employment in other fields.

Public Relations

Will these improvements, by themselves, enable us to get the best employees? I doubt it. Our complacency and negligence over the past years have earned our industry a harmful reputation. Now the potential employee comes to us only for a temporary job until something better comes along, or he seeks us as a last resort because he couldn't find anything better.

Surely, raising our benefit and wage program to a level comparable with other industries will help change the impression the employment force has of us. But to eradicate the impression entirely, so that increased benefits and wages will really pay off in quality employment, we must completely re-educate the potential employment force. We must encourage young people especially to regard the food industry as one in which they can plan a satisfactory career. This sounds like a big job, and it is, but inroads have already been made.

Training Programs

During the past few years, I have worked with one and have known of several local and state associations that sponsor a continuing program of on-the-job training, in cooperation with local educational systems. In many areas the local associations are working through the educational or school systems in a vocational guidance program offered in high schools. Many state associations have worked through state universities in offering evening courses in management and, in some areas, actual trade school courses for cooks and intermediary supervisors.

As one example, I am thinking in particular of the New Jersey State Restaurant Association that announced recently that Rutgers University would be offering evening courses leading to a certificate in Restaurant Management at their extension in Newark, New Jersey. This was made possible through many years of effort on the part of the members of the New Jersey State Restaurant Association.

On-the-Job Training

At this point, we have completed two of the three important steps that must be taken for a stable and continuing labor force of the type we need. First, we realize that much had to be done within our industry to attract the type of employee we needed. Secondly, we realize that we

had to reach out and develop a program within our high schools, trade schools and colleges that would help our young people to find their place within our industry. Now we have these young people, and it is our responsibility to train them so they will be qualified to advance within the industry to jobs that will meet their needs and desires.

Right away the small restaurant will say that this is impossible in an organization with six to ten employees. My answer is, yes, it is impossible in your organization alone. Yet, I have never seen a town that has only one restaurant or hotel. If the owners or managers of all the housing and feeding establishments within a town were to combine their efforts, they could have a training program that would utilize all their establishments and talents and build a tremendous labor pool at the same time.

Every institution, large hotel, restaurant chain, and hotel chain should have its own training program that is ever-functioning and always changing with the times. The ideal situation would be a program that would allow management to always promote from within, in a chain reaction, so that all new employees are brought into the organization at the lowest level. This, I admit, is the ideal. However you will only obtain 50% of your goal by aiming for 100% perfection.

I would like to point out here that training goes on within an organization whether an actual training program, complete with instructors, classes, demonstrations and so forth, is available or not. The management, consciously or unconsciously, trains or mistrains its employees every day. The sooner we realize this and develop a positive training program, the sooner we will see results.

By "positive training" I mean a close and constant observation of methods and procedures and the correction of the improper methods as soon as possible — not a negative approach of overlooking or ignoring an incorrect procedure completely. When these careless management habits exist, it may lead an employee to believe we approve of his methods, even though they may be wrong.

Employee Relations

After the training of employees, it is essential that all the staff feel they are a vital part of the organization and management. Production, morale, and personal satisfaction would be much higher if they not only had a sense of responsibility regarding their jobs, but, in addition, were

allowed a real voice in policy making, the establishment of production goals, and performance. Employees are inclined to become so involved with their own existence, jobs, problems, and the like, that they have little, if any, appreciation for the problems and desires of those people closely associated with them.

The employees should be grouped within the level of their particular jobs. Management should then meet with them and discuss, not only their jobs and production, but potential and future policies and goals. By asking for the employee's ideas and advice, management not only learns a lot but has an opportunity at the same time to present its reasons for the formulation of company policy and methods. This is vitally important on a managerial or supervisory level, and these meetings should be an exchange of ideas and thoughts for the purpose of formulating policy. However, on a general employee's level, I believe this type of meeting is equally important but must be handled by a different method.

Communication. It is wise to keep our employees informed, and I have found that doing this personally, whenever possible, is the best method. Regular meetings with all employees to explain and discuss policies and procedures is most valuable. In such a meeting the employee has a chance to express his opinions and make suggestions he feels would improve his working conditions or simplify his job.

These suggestions could increase efficiency and thus improve the job performed by the employee. In addition, management has an opportunity to explain in detail the reasons for and the ideas behind its policies and standards. It gives both management and labor an opportunity to discuss different phases of the operation and helps to promote an understanding of both sides of the picture.

The basic difference between the "supervisory meeting" and the "general employee meeting" is one of action. The general employees have an opportunity to express their opinions for the full consideration of the supervisors and management. The supervisors who meet with the management actually formulate the policy.

Employee Recognition. The most rewarding and satisfying part of an employee's job, on any level of employment, is recognition for a job well done. Management must be aware of and look for outstanding job performances by any employee,

and commend this performance to the employee and his supervisor. We instantly follow through on any complaints we receive and let those persons concerned know fully what has happened.

I wonder if we always pass on the compliments and praise we receive to the employees involved, or do we file them away and soon forget them? If management encouraged satisfied customers to pass their compliments and praise directly to the employees in person, they would accomplish a great deal toward developing satisfied and loyal employees.

Develop Pride in Work. Another intangible but very important phase of the management-employee relationship is pride. I have heard supervisors say so many times, "Take pride in what you are doing. Be proud that you are working for company X."

I wonder if we are doing everything we should to see that our employees are proud of their organization? Are the kitchen, employees' dining and locker rooms clean, well-lighted and ventilated, and so arranged they can perform the job expected of them? Do we furnish them with proper raw materials and sufficient instruction in the use of these raw materials so they can produce final products they are proud of? Do we make an effort to utilize their ideas and suggestions as often as we could? A key factor in keeping employees satisfied in their job and loyal to their organization is the pride they take in performing their job. Enthusiasm and conscientious effort can never be bought but must be developed through recognition of our employees' effort and the pride they take in performing their job.

Summary

I believe these aspects can be accomplished by an aggressive, forward-looking management that will accept the responsibility of serving not only the public but the welfare of their employees also. The problems we face are many and tremendous, and the solutions are few and difficult. We can not allow ourselves to think of today and tomorrow in the terms of yesterday. Our industry is a vital one and is expanding at a rapid pace. We must take immediate action to do those things necessary to make the feeding and housing industry one of the most attractive ones in which our young people can pursue their careers. ■

"Opportunities Unlimited"

The Personnel Director of "The World's Largest Hotel" outlines his procedure for employee development.

*D. J. Kallin, Personnel Director
The Conrad Hilton
Chicago, Illinois*

A chance to join a winning team plus the opportunity to "prove oneself" and possibly become a star player on that team, captures the interest and fires the enthusiasm of the young, ambitious, and self confident. Yet, an individual possessing these attributes must realize that they alone cannot lift one to real success. These factors must be intelligently used and applied to guide a person through life, education, and business.

Mortimer J. Adler said:

Consider the brightest boy or girl at the best imaginable college—much better than any which now exists—with the most competent faculty and with a perfect course of study. Imagine this brightest student in the best of all possible colleges, spending four years industriously, faithfully, and efficiently applying his or her mind to study. I say to you that, at the end of four years, this student, awarded a degree with the highest honors, is not an educated man or woman. . . . only in mature soil, soil rich with experience—the soul in the mature person—can ideas really take root.

Paul H. Valentine, Rooms Division Manager of *The Conrad Hilton*, spoke at a recent hotel meeting in the same vein:

The transition from college to the world of business is one of the most important phases in the life of an individual. The knowledges and skills acquired in university or college training are vital and basic, but these alone are not enough. The will to work—the desire to achieve—the honesty of purpose—and the good attitude—these are the fibers that make the man.

Recognizing these factors, *The Conrad Hilton* has established a program wherein a qualified individual not only can practice the knowledge and skills already learned but, of great importance to

his future, he also gains entry into those actual working areas—where management can assess work performance in the light of perseverance, initiative, integrity, dependability, and loyalty. Mere display and use of technical knowledge is not enough. It must be leavened by these traits to produce the mature person.

The Conrad Hilton Employee Development Program, with the full co-operation of top management and a very well-organized Personnel and Training Department, allows an individual, where abilities and objectives justify, to move up the job ladder. This is especially true for persons starting in a given operational area such as Rooms, Food and Beverage, and Sales. Upon occasion, employees may move laterally into an entirely different area. Both methods gain for the individual a well-rounded concept and grasp of hotel operations. In so doing, it bridges the gap between academic knowledge and the practical world, where progress depends not only upon application of theories learned, but also on attitude as a key factor.

Thus on-the-job training and development occur as the employee performs his duties as a regular member of the staff. It provides opportunities to learn and to realize the significance of working together on a team to accomplish prescribed goals. It is in this everyday work atmosphere that mature growth can take place. We like self-starters. This facet seldom comes to light except in the actual performance of duties.

In his development, the employee becomes acquainted with other operational areas directly related to his own department. Through increasing his job and organizational knowledge—and understanding it—the individual prepares for future advancement.

Lou Runner, the well-known columnist of the *Hotel World Review*, has put it this way:

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The Essentials of Good Table Service



Mrs. E. M. Statler and Mr. Conrad Hilton are luncheon guests of the School.



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The Cornell Hotel & Restaurant Administration Quarterly
Statler Hall, Cornell University
Ithaca, New York

The Essentials of Good Table Service*

To The Reader

"The best dish on earth is only as good as the manner in which it is served," said a well-known gourmet. The truth in his remark can be observed in the dining room when an "important" dish, painstakingly concocted in the kitchen, is shoved before a guest by an inexperienced waiter without proper regard to serving techniques.

The waiter, for this reason, plays an important role in good dining room operation. To the guest, the waiter is management's *alter ego*. It is the waiter, not the manager, who serves and talks to the guests. He can almost singlehandedly build or lose business. Seldom do disgruntled guests complain to the manager—nine out of ten simply leave the restaurant, never to return.

The reader of this manual may be a novice in training to become a first-class or "professional" waiter. Or, he may be a college student augmenting his income while he pursues a college degree. Whatever his goal, his earnings and his pride in his work will be greater when he can render expert service.

Training Is Important

The well-trained waiter should know the difference between good and poor service; between "show" and "bluff"; and between American, French, and Russian types of service. No *one* manner is the only "correct" service, but the waiter should follow some established pattern, and know by instinct when to make exceptions.

Proper dining is a ceremony to persons prepared to pay for good food and service. Moreover, people who regularly patronize cafeterias and food vending machines are seeking "the best" when they dine out on a special occasion. To them, the dining "ritual" has deeply imbedded customs and traditions that are part of our inherited culture. Is it any wonder, then, that books of etiquette have sales second only to those on religion?

* This manual, prepared for trainees, is adapted from the Statler Inn (Cornell University) training manual and also from a student report submitted by Anton W. Gotsche, Cornell '59.

1. The Headwaiter or Hostess

The principal responsibilities of the headwaiter or hostess are to:

- Greet and seat guests; usher them from the dining room.
- Supervise and check on service and setups.
- Be impartial and impersonal in his relations with the service staff.
- Intercede between guests and waiters when difficulties arise and report problems that cannot be handled to the manager.
- Perform sundry other duties that vary with the individual establishment.

It is desirable that the headwaiter or hostess have had experience as a waiter. When this is not the case, he or she should have had thorough training in the basic procedures of waiting and have had experience as an assistant to the headwaiter or hostess.

Duties

The headwaiter is responsible for the proper setup of tables and chairs before the dining room opens.* He should make a tour of the dining room before it opens to check on each setup and on the proper placing of tables and chairs.

It is also the duty of the headwaiter to go over the menu with the waiters before the dining room is opened. He should brief the staff on the meaning of menu terms, which items are ready to be served, and which items require considerable preparation time.

The headwaiter is further responsible for the department of the waiters on the floor. Two or three waiters gathering at a station for a chat when the dining room is filled with patrons indicates poor service and lack of supervision. Such visiting can be condoned before the room is officially opened or when there are few patrons and they are seated elsewhere in the dining room and being well cared for. He should not openly discipline waiters in the dining room.

* The rules for correct table setup are given under "American service," "French service," etc., later in this manual.

Demeanor

The headwaiter (or hostess), if not in uniform, should be fashionably but neatly dressed. Alertness, a genuine smile, and poise in giving a cordial greeting are also important. He should learn the names and other pertinent facts about regular patrons — a card index would be helpful — as well as their preferences as to table location, waiters, and other such information. He should be exceedingly careful never to overstep the thin line between “friendliness” and “familiarity.” Needless to say, the headwaiter should not smoke, chew gum, nor openly visit with guests or waiters while on the job.

Greeting Guests

The stranger should be greeted with the same cordiality as the regular patron. All guests (with few exceptions) are “friends” of the manager — their patronage is sought; make them feel welcome.

When a man or woman comes in alone, greet him pleasantly, “Good morning (or Good evening), this way please.” Don’t say, “Just one?” or “Are you alone?” When tables are plentiful, tactfully ask, “Do you prefer a wall seat (or other desirable location)?”

Hats and wraps should be taken care of as near the entrance as possible. To women, say, “May I help you with your coat?” To men, it is permissible to say, “May I take your hat (and topcoat)?”

Seating Guests

An efficient headwaiter knows what seats are available without having to ask the guest to wait while he looks for a table. The headwaiter, when not engaged in greeting and seating guests, should scan the dining room quickly to check on available tables, the guests’ progress in dining, and whether a guest is in need of service. (When a waiter is not immediately available to answer a guest’s signal or searching look, then the headwaiter should step up and inquire, “May I be of assistance, sir?” In passing tables *en route* from seating guests, he might ask, “Is everything all right, sir?”)

When extra setups and chairs are needed at a table, have these changes made if at all possible before taking the guests to the table. Have unneeded setups also removed from the table and in some instances the extra chairs. Special accommodations for children should be made at this time.

He should precede the guests to their table carrying menus in his hand, saying, “This way please.” If possible, seat women guests so they face the dining room instead of the wall. One restaurateur has observed: “When you seat a woman dining with her husband so that she faces the wall, the chances are ten-to-one she’ll pick a quarrel with him before the dessert is served.” When two couples are dining at a banquet, seat the ladies to face the room unless they prefer another arrangement.

Menus

After the guests are seated, hand them menus. For couples, begin with the lady. For a party, begin with the person to the right of the host and proceed counterclockwise around the table. The host may indicate as soon as his party has been seated that he will order for the entire group. If a menu or two has already been distributed, collect only those handed back voluntarily. When there is no children’s menu, it is not advisable to give the regular menu to small children unless their parents so request.

Ushering Out Guests

The saying of “Goodbye — I hope you enjoyed your dinner,” to departing guests is as important as greeting them when they first come into the dining room. Assist them with hats and wraps if there is no checkroom service. The headwaiter thus has an opportunity to learn whether the guests enjoyed their meal, whether the service was good, and whether some misunderstanding arose. Good will is engendered when explanations and adjustments are made immediately.

A good rule to follow is “Don’t try to put *others* in their place. Put *yourself* in their place.”

2. General Rules for Waiters*

The person entering a dining room is embarking upon an important personal mission — one he hopes will be pleasant, refreshing, and satisfying. In fulfilling his hopes, the role of the waiter is paramount. The waiter’s interest, courtesy, and skill can do much to insure the guest’s enjoyment.

* The waiter’s duties in the kitchen and pantry area (layout, pickup, garnishing, and checking out) are not covered in this discussion because the details vary greatly in different operations. The rules for correct table setup are given under “American service,” “French service,” etc., later in this manual. — Ed.



2. New waiters and waitresses should be properly trained. Here a hostess has just completed a lesson in napkin folding and will next proceed to table setting. A "professional" atmosphere is created by having the "students" in uniform.

Lack of interest and skill can make the dining drama a farce and insult the guest's sensibilities. The waiter, therefore, should not approach his duties as menial or servile: he plays a major role in that most appreciated art — gracious dining.

Guest Relations

As the waiter, think of yourself as the party's host, greet the guests pleasantly by name if possible, and give each guest the kind of service he wants:

- WHEN** — the guest is in a hurry, provide speedy service.
- the guest is lonely, a few friendly words may make his food taste better.
 - the menu is "Greek" to him, tell him how the dish is prepared.
 - he is celebrating, suggest dishes and wines that will make the meal "an occasion."
 - he is budgeting (you can sense this), suggest menu combinations that will enable him to have a fine meal at modest cost — he'll come back when his purse is fatter.
 - he is dieting, suggest suitable menu items and offer substitutes for calorie-heavy dressing and sauces.

The basic pattern of your work can be summed up in a few words — make a genuine effort to please the guest. If you were to ask guests what qualities they expect in a good waiter, you'd hear two words repeated again and again — courtesy and understanding. These qualities can be de-

veloped by anyone who considers them important. While it is difficult to be pleasant all the time, a "high average" is possible. A smile, a courteous greeting, a polite inquiry are necessary rudiments for success. Genuinely discourteous customers are few. Most people respond to courtesy in others.

Never get into an argument with a guest — call the headwaiter or hostess, who, in turn, may refer matters to the manager. If you should get involved in a lengthy conversation with a guest, especially on a topic you should not discuss, the situation can be solved with a smile, an apology, and a hasty departure.

Use an individual approach with the guests you serve. Some are hungry; some are lonely; and some just plain fussy. Some are strangers in the city and don't know their way around; others are quite knowing and disdain assistance. Some will welcome suggestions for dining while others will assume you are trying to unload yesterday's leftovers.

No matter how varied the situations you encounter, you will soon discover prototypes among guests. Develop an approach to each situation and use a little psychology.

Personal Appearance*

The well-groomed waiter or waitress inspires confidence in the guest that the restaurant stresses

* Among the manufacturers providing instructions on grooming for waiters and waitresses is the Educational Service Department, Bristol-Myers Products Division (45 Rockefeller Plaza, NYC). "Tagline for Success," a colored filmstrip on employee training, can be obtained without charge by writing to the address given.—*Editor*.



3. Before the dining room opens the headwaiter or hostess briefs the service staff on menu offerings, as well as general details about menu items and their preparation time. The service staff also passes uniform and grooming inspection.

cleanliness. When the staff is indifferent to personal grooming, the guest may have qualms regarding the food served to him. Do not prolong the usefulness of a soiled uniform. When you keep a reserve uniform in your locker and have another in the laundry, you will be assured of a presentable appearance in emergencies.

The male waiter should always be clean shaven, properly dressed, have clean hands and nails and no mouth or body odors. The waitress should wear her hair becomingly yet simply coifed (using a hairnet or lacquer); wear no jewelry except wedding ring and wristwatch; avoid chipped or bright nail polish; wear trim shoes with comfortable walking heels and hose without "runs" that are apparent; and create the general impression of daintiness and wholesomeness. Politeness, courtesy, helpfulness, and a well-modulated voice are additional virtues.

Teamwork

So far, the discussion has hinged on the individual role played by the waiter in the dining room. But the waiter should be cautioned that his is a "supporting role" — the "spotlight" is on the guest. Everyone on the staff is in the "cast" and must work together and come in on cue: headwaiter, waiter, and busboy. When one member of the "cast" is busy serving other guests or is absent for a minute, then other employees should perform whatever part of his role they can as his "stand in." The guest should not be left untended, ignored, nor made to feel insignificant.

When this happens, even for a short time, the waiter's performance is "a flop."

Teamwork makes everyone's job easier. The waiter who is competent in his job understands and appreciates his co-workers' problems. He is quick to see where and how he can help. This willingness to step in when needed is appreciated and insures the waiter the cooperation he needs in giving a smooth performance. Observe these helpful points:

- Do not criticize or pick an argument with anyone.
- Give compliments when and where they are due.
- Give help where you can when it is needed but do not get in the working area so that you are in the way.
- Don't take the "limelight" away from the waiter assigned to the guest.
- Report on time, properly dressed for work.

Know Preparation Time

Long delays and lukewarm food can be avoided when the waiter knows in advance the preparation time for each dish. Since the *a la carte* items on the menu remain the same, generally only about six to nine daily selections must be learned for each meal. The headwaiter learns the preparation time from the chef and briefs the service crew on such matters, as well as explaining menu terms.

Orders from guests can then be placed on a coordinated basis so that dishes can be served to



Courtesy of Bristol-Myers Products, Inc.

several guests at a table at approximately the same time. In taking orders, the waiter should tactfully inform the guests when they order dishes requiring wide variations in time to prepare; some may wish to change their orders for the convenience of the persons with whom they are dining.

When the waiter is not aware of the differences required for preparing dishes, the dish ready first may stand at room temperature until it becomes cold and needs reheating. An oven-hot dinner plate is dangerous both to the waiter and to the guest. Unless the guest is warned, serious burns may occur. Moreover, when the kitchen personnel must reheat dishes, service is slowed for the entire dining room.

Busboy

The busboy should remove unnecessary setups from the table (and sometimes extra chairs) while the guests are being seated. Then he should pour water for the guests, and if cocktails are not ordered, serve them butter from the side stand and offer them bread and rolls. When the busboy is absent, the waiter may need to perform these duties. The busboy should also remove dishes and used (as well as unused extra) silverware when each course is finished.

Taking Orders

After greeting the guest or party host ("Good evening, etc."), the waiter should inquire, "May I bring you a cocktail?" Some guests may wish to see the wine list which should be readily at hand when not incorporated into the menu. The party host may take orders from his guests and relay them to the waiter; or he may indicate that the waiter should take them. When the latter occurs, start with the person to the right of the host and proceed counterclockwise around the table, using a diagram so that the drinks can be served without interrupting conversation.

When the cocktails have been served, inquire, "Would you like to order, sir?" If the guest does, the waiter should tactfully learn whether the guests are in a hurry. Then he can judge whether the order should be placed in the kitchen immediately or whether the party will want another round of drinks. Only when guests stress their need for haste should the meal be served while guests still have their cocktail glasses.

Order Sequence. The guest's order should be taken from his left. Begin first with the host, who will then indicate whether he will order for the entire party or whether each guest is to place his own order. When a couple is dining, it is customary to ask the lady's escort for her order unless he otherwise indicates.

When the host of the party indicates that his guests are to give their own orders, begin with the person to the right of the host and proceed counterclockwise around the table.

System for Writing Orders. To provide smooth, inobtrusive service, orders must be systematically taken. Without a definite procedure for doing so, the taking of orders for a group can be confusing. Use memo-pad slips instead of the tinted check or bill form. Guests often change their minds in giving their orders and the memo slip on which you can cross out items prevents ending up with a messy bill.

A good system to follow is mentally to number all the chairs at a table in a set pattern. List one chair at each table as "No. 1", using some benchmark such as a window, the entrance, or other conspicuous object. As you write each guest's order, put these numbers down on the paper. Use as many abbreviations as possible for this speeds up the order taking. (*See Illustration 4.*)

Table 15

1	S	FM+	C, bp	(Dessert)
2	Sc	R m	Cf, ff	
3	S	FM w	Cf, ff	
4	S	F	B, bp	
5	LC	F	B, bp	

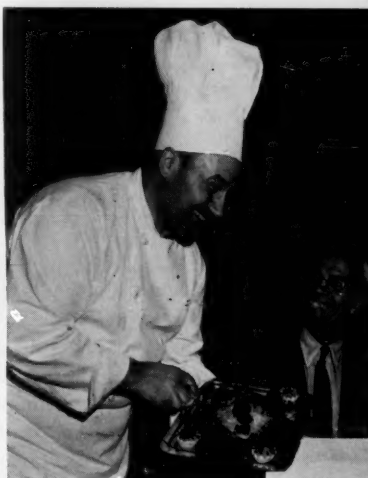
Sc	Shrimp Cocktail	m	medium
LC	Lobster Cocktail	w	well done
S	Soup	C	Carrots
FM	Filet Mignon	Cf	Cauliflower
R	Roast Beef	B	Beans
F	Fish	bp	boiled potatoes
r	rare	ff	french fried potatoes

This system eliminates confusion, making it unnecessary for the waiter to ask, when serving, "Who ordered the fish, please?" This system also makes it possible for one waiter to take orders for this table and another waiter to continue with the service later on. Or, one waiter may take the order while another waiter serves the plates. Dessert orders are ordinarily taken when the main dish has been consumed.

The waiter should not leave the table until he is positive that he has taken the orders correctly. Should there be doubt, repeat the orders in sequence to guard against omissions and other errors. This practice saves extra trips to the kitchen and keeps the guests from impatient waiting. The waiter should bear in mind the different preparation times of the dishes ordered and tactfully inform the guests so they can change their orders if they wish to do so.

5. Joseph Faussone, famous chef, presents Lobster Thermidor to a guest in the Statler Inn dining room.

(Right) Walter Tode, winner of the International Medal of the Societe Gastronomes Alsace, serves Crepes Suzettes in the Statler Inn dining room. The onlookers in the rear appreciate his showmanship.



Guests' Errors in Ordering

Some guests make mistakes in giving their orders. The waiter should keep alert and listen carefully. Breakfast orders are especially difficult as guests are often sleepy or have their faces buried in newspapers. No matter how wrong the guest may be about his order, do not argue with him. He probably will not touch a dish that he believes he didn't order. Accept extra trips to the kitchen as part of your role and do so cheerfully. Be tactful with the guest, assume responsibility (to the guest at least) for the error, and you are more likely to earn a tip as well as his good will.

Food Merchandising

The waiter may be asked to suggest specialties. Or, if the guest is hesitant in making up his mind, the waiter may make suggestions. These suggestions should be made in a manner that seems helpful rather than "pushing."

"Have you ever tried our Chicken Divan?" (or name another dish) is better than to say, "How about a steak?" Then explain the preparation of dishes if the guest still seems hesitant about ones you mention.

A guest is often influenced by what he sees other diners eating at adjacent tables. Rolling carts for roast beef, salads, and desserts help guests make decisions. Sometimes a waiter will bring in a choice, uncooked steak on a platter to show a party obviously celebrating an occasion. The serving of a wine bottle in a wine stand by the *sommelier* (wine steward) at a nearby table will prompt some groups to order wine. The same is true for flaming desserts.





Food Merchandising: (*Upper left-6*) Sommelier (wine steward) poses by display of red and white wines and champagne with proper glasses. Grapes, flowers, and seasonal decorations added to this display attract attention in the foyer. (*Above-7*) Roast beef is carved before a guest from poulette pan on rolling cart. One employee should be trained to carve in public. (*Lower left-8*) Lobster displayed with garnishes on a platter.

In taking dessert orders, remember the old adage, don't ask "if"; ask "which." Ask, "Which dessert will you have, the parfait or the pumpkin pie with ginger and whipped cream?" Or say, "Wouldn't you like to try our specialty - Statler apple pie made of fresh New York State apples?" When lobster or roast beef is ordered for what is obviously a festive event, suggest a white or red wine to make the dish more eventful. This "soft sell" of good food encourages the guest to enjoy himself - he does have the option of saying "No" - and makes the dinner check larger and encourages better tips.

Carrying a Tray

The food in most American restaurants is brought into the dining room on large trays carried on the left hand. (*See Illustration 9, page 53.*) The left hand is used because doors open to the right and must either be pushed open with the right hand or kicked open. When the door is kicked open, it may slam back faster than is expected and when the waiter carries his tray on his right hand he cannot see the door slamming. The tray may be knocked off his hand.

Basic Rules for Service

These rules are followed in most American restaurants, except when consideration for the guest's comfort dictates otherwise:

- All food is served from the left.
- All beverages are served from the right.
- Serve ladies, older persons, and children first; in a group of ladies or a group of men, begin with the person to the *right* of the host and proceed counterclockwise.
- Clear dishes from the right.
- Do not stack dishes or scrape plates before a guest.

Accidents

"Gremlins" roost in even the best-run dining rooms. Thus, accidents happen and many of them may not be your fault. The waiter regularly works with hot dishes; he should know how to balance a tray and should serve all liquids with great care. The waiter should also know how to space his steps and how to pivot in narrow places.

The guest does not have these skills. A guest's sudden or careless movement can cause an accident. Even though the waiter is not to blame, every mishap should be his concern. Most restau-

rants pay the bill when a guest's clothing is stained. The more the waiter knows about removing stains or reducing their unsightliness the more helpful he can be. First offer an expression of regret to soothe the customer's irritation and then take action. It doesn't matter whose job it is to clean up or where the bus boy happens to be — the waiter must show concern and be helpful.

Chatting on Duty

Keep your eyes constantly on your customers. During a lull, waiters can engage in limited conversation, but during rush periods they deserve a severe reprimand, especially when guests are being ignored.

Check Stations Constantly

Before disappearing into the kitchen, check your station to see whether guests are trying to get your attention. All of us have seen guests seated at tables (where correct deportment requires them to stay) frantically trying to catch the waiter's attention. The guest breaks up his conversation, ignores his companions, and gazes spellbound at the waiter's disappearing back. An alert waiter does not permit persons at his station to undergo this frustration. When the waiter is serving at another table, it is permissible for him to nod in recognition to a guest's signal. The guest can then relax and resume his conversation, knowing that the waiter will be there in a moment.

Presenting the Check

In most formal dining rooms it is customary to hold the check until the guest asks for it and then to present it face down on a small plate at the guest's left. Otherwise, present the check to the guest when he has finished with his dessert.

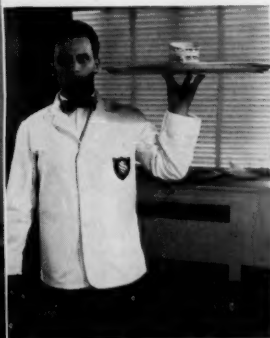
Tipping

Restaurateurs know that satisfied guests are their most important asset and displeased guests their greatest liability. Waiters who try to squeeze an extra tip from guests can be responsible for losing business — and thereby decreasing their own earnings.

Thank the guest graciously, even for a small gratuity. It is not in keeping with the American tradition of self-respect for a waiter to haggle over a tip. Retail store clerks and bank tellers receive no gratuities; yet, they are unfailingly courteous in thanking the patron and inviting him to come back. Is the waiter's job more servile than their positions in serving the public?

Guest Comments

The waiter should mentally record guest reactions to the service, food, comfort, and atmosphere of the dining room. This information has value. Remarks made to a waiter, or within his hearing, should be written down and sent to the kitchen or via the head waiter to the management. A guest's praise should be sent along as well as his complaints.



9. Carrying a Tray: *Left* Tray is balanced on palm of left hand. Heavy trays can rest on shoulder. *Center* Balance tray with right hand before setting on stand. *Right* Some male waiters learn to balance trays on fingertips, permitting them to swivel through narrow passages in crowded dining rooms.

3. American Service

The type of service known as "American" has been developed in recent decades on the North American continent. Used almost exclusively in the United States and Canada, this service satisfies the requirements of most American restaurateurs and pleases the eating public because:

- It is fast.
- It is inexpensive.
- It can be handled by non-professional waiters who have had a minimum of training.
- One waiter can serve many guests.

Setting the Table

In American service the table is setup as follows:

PLACE 1. A "silence" cloth (piece of felt or foam rubber) on the bare table.

2. A clean tablecloth over the silence pad. (See *Illustration 10; this page.*) When the tablecloth has a crest, make sure that it faces the correct direction. The tablecloth should extend at least 12" over the table's edge but should not interfere with the guests' comfort when they are seated. (See *Illustration 11, this page.*)

(Most restaurants put a "top cloth" over the tablecloth and change only the top when the guest leaves. When place mats are substituted, as for luncheons, omit the first two steps but wipe the table carefully and lay the mats neatly in place. Before completely stripping a table for resetting, the waiter should always obtain a clean tablecloth from the linen room.)

3. A sugar bowl, salt and pepper shakers, and an ashtray on the table for each two guests. (For tables of more than six, service for every three persons may be sufficient.)



10. Correct way to spread a tablecloth.



11. Tablecloth should touch chair's edge.



12. The "American cover."



13. Carrying glasses without a tray.



14. Placing goblet on table. ("French cover.")

4. The "covers"—each guest's plate, silverware, glass, and napkin—on the table.
(See Illustration 12, page 54.)

- a folded napkin in the center of the cover and $\frac{1}{2}$ " from the table edge.
- two dinner forks to the *left* of the napkin (all silverware is placed $\frac{1}{2}$ " from the table edge).
- a dinner knife, a bread-and-butter knife (both cutting edges facing the plate) and two teaspoons to the *right* of the napkin in 1, 2, 3, 4 order.
- the bread-and-butter plate at least 1" above the fork tines. (An alternate position for the butter knife is to lay it across the top of the bread-and-butter plate parallel to the table edge.)
- the water glass (bottom up) slightly to the right of the tip of the dinner knife.

The foregoing setup places all silverware needed by the average guest (except for soup or appetizer with which essential silver is brought in and served) on the table ahead of time. It should remain on the table during the meal even when it is not used. "Used" silverware is removed with the plates when the course served has been eaten. The water glass is turned over and filled with ice water as soon as the guest is seated. The only extra attention required is to brush off the crumbs from the table before serving the dessert.

American Service

These basic rules should be memorized:

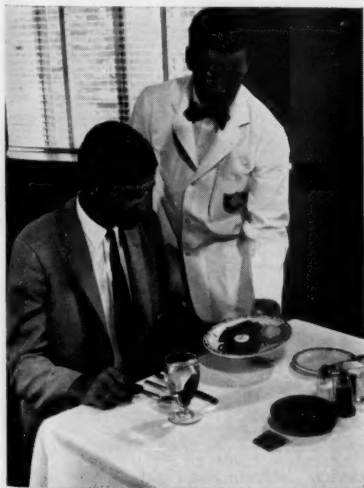
- All food is served from the guest's left with the *left* hand.
- All beverages are served from the guest's right with the *right* hand.
- Clear dishes from the guest's right.



15. Carrying clean silverware.



16. Holding plate to avoid finger marks



17. American service is from the left.



18. The picture *above* shows the waiter removing a plate from the right. Two previously removed plates are held in his left hand and the silver is held between his fingers. The *lower* picture shows food being scraped on the top plate of the stack. The scraped plate then goes to the bottom of the stack. This is done out of view of the guest.



Attention to the diner is kept to a minimum. The procedure is as follows:

Seating the Guest:

- Seat the guest when he enters the dining room. (Many find their own tables.) Remove extra covers from his table.
- Hand him a menu. Pour ice water in his glass (after turning it up) from the guest's right, using the *right hand*.
- Ask him if he wishes a cocktail.
- While the waiter picks up the cocktail at the bar, the guest studies the menu and makes his meal selection.

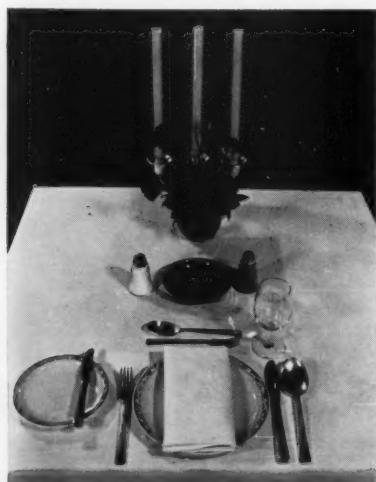
Taking the Order:

- The waiter returns with the cocktail, serving it from the guest's right.
- The waiter now takes the guest's order.
- The waiter serves the guest bread and butter from the guest's left.
- The waiter takes the guest's order to the kitchen, unless there are indications that the guest will have a second cocktail, and his dinner might grow cold while he enjoys it.

Table Service:

- Soup or an appetizer (and usually the salad) is brought in on a tray from the kitchen. The guest's cocktail glass is removed from the right. The soup spoon or appetizer fork is generally laid either on the right side of the underliner or is placed to the "cover" right beside the No. 2 teaspoon.* (Never serve the soup or appetizer while the guest is enjoying his cocktail unless he emphasizes that he is in a hurry.)

* The tines of the seafood fork are often laid in the No. 2 spoon. See Illustration 26.



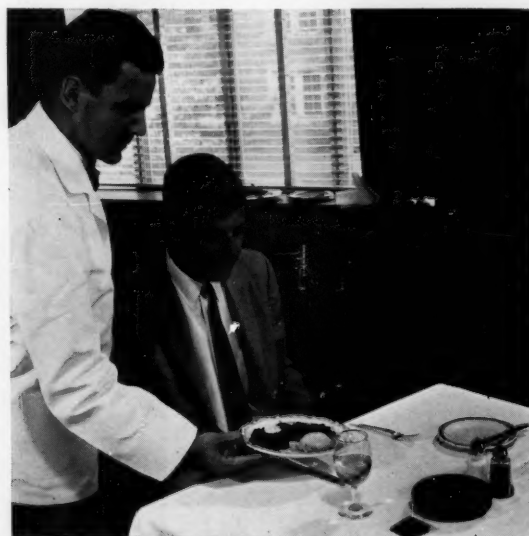
19. A "French cover."

- The main course (meat and vegetables) is picked up on a plate by the waiter from the kitchen range, ready to serve, and carried in on a tray. The tray is set on a service stand near the guest.
- The soup or appetizer dishes are removed from the right. The main course is served from the guest's left. He is served more butter and offered bread from his left. The guest's water glass is replenished from the right. (See Illustration 17.)
- If the guest ordered "coffee with," he is served coffee from his right (*waiter's right hand*).*

Dessert:

- When the guest indicates that he has finished with his main course—keep an eye on him to see whether he needs additional service meanwhile—bring him a dessert menu.
- Remove dishes for the main course from the guest's right (*waiter's right hand*). Replenish water glass from the guest's right. Brush crumbs from the table. Take his dessert order. (See Illustration 18.)
- The dessert is brought in on a tray and served from the left.
- Coffee is brought in and served from the right.*
- If nothing further is required by the guest, lay his check inobtrusively on the table, face down to his left and near the table's edge.

* To avoid splashing hot coffee on the guest when pouring it at his elbow, place a folded napkin or a small service plate between the guest and the cup.



20. "French service" is from the right.

4. "French" Service*

For centuries, the traditional service at European courts has been French service. This service has been adopted by luxurious dining places. Today, although French service is on its way out, it is used on festive occasions. The reason for its decreasing use is the requirement of professional waiters.

A "professional waiter" is one who has made "waiting" his sole work in life—someone who takes waiting seriously as is done in many European countries today. In Europe, young men who plan to become waiters may go through several year's apprenticeship coupled with regular afternoon classes at professional school. Afterwards, they become a *commis de rang* (comparable to the regular American waiter). A *commis de rang*, however, is not considered a "perfect" waiter and cannot work alone. He works with a *demi-chef de rang* or a *chef de rang* for another two or three years until he achieves the status of "perfect waiter," a *chef de rang*.

In French service, two waiters usually tend one station. One is called *chef de rang* and the other, *commis de rang*. These two work as a team. Each has his specific duties but helps the other when needed. The main duties of the *chef de rang* are:

- Seat the guests if there is no head waiter.
- Take the orders of the guests.
- Serve all drinks.
- Finish the preparation of the food at the table in front of the guests.
- Present the check and collect the money.

The main duties of the *commis* are:

- Receive the orders from the *chef de rang*, take them to the kitchen and order the food.
- Pick up the food in the kitchen and bring the food on a tray into the dining room and over to the rolling cart.
- Serve the plate of food to the guest which the *chef de rang* has prepared.
- Help the *chef de rang* whenever he can.

The French Table Setup

Few people today eat a dinner involving many courses. Generally they consume a meal consisting of soup or an *hors d'oeuvre*, a main course, and a dessert. Consequently, the cover should satisfy these requirements.

* Known in its most luxurious form as "Service à la Ritz."

PLACE

- an *hors d'oeuvre* plate at the cover just a fraction of an inch from the table's edge. (See *Illustration 19*, page 56.)
- a neatly folded napkin on the *hors d'oeuvre* plate.
- the dinner fork to the *left* of the plate (close to the table's edge).
- the dinner knife to the *right* of the plate with the cutting edge turned toward the plate.
- the soup spoon beside and to the *right* of the dinner knife.
- the butter plate and the butter knife (laid across the plate parallel to the dinner fork) to the *left* of the dinner fork.
- the dessert fork and spoon above the *hors d'oeuvre* plate as these pieces are not used until the dessert is served.
- the water glass (or wineglass) above the tip of the dinner knife.

In French service the glasses are not placed upside-down on the table prior to filling them, because it gives European guests the impression that the dining room is not ready to serve. (When tables are set up an hour or two ahead of serving time, the glasses may be turned upside-down at the cover to prevent dust falling into them; but before the dining room is ready to open the waiter goes around his station turning them right-side-up.)

Since coffee is not served during the dinner, coffee spoons are placed on the table only when needed. Coffee, if served, comes after the dessert. The coffee spoon is placed to the right of the cup and on top of the underliner.

The *Mise en Place*

Mise en place includes all preparations previous to the opening of the dining room. The conscientious waiter has everything ready and at a place easily accessible for the time when it is needed.

Most important is the service stand. To have the service stand clean and in best order is the first duty of *mise en place*. A good service stand should not have doors, as doors slow down the service. When the service stand has doors, a waiter wanting to pick up a glass or something else must bend down (which is extra work) to open the door, often finding there is no space to swing the door open. It is not surprising to see a busy waiter closing the door with his foot.

A well-arranged service stand should contain everything a waiter might possibly need during

the service rush. Every trip to the kitchen or to the dishwasher for a spoon or glass is only wasted energy and time.

The following indispensable items should be stored in a well arranged service stand: 1) tablecloth; 2) napkins; 3) plates; 4) glasses; 5) silver; 6) ashtrays; 7) salt and pepper shakers; 8) different spices and sauces; and 9) a *rechaud*.^{*} All should be within easy reach so that the waiter can speed up his service and reset tables quickly.

Mise en place includes not only the cleaning and refilling of the service stand, but also the cleaning and refilling of salt and pepper shakers, spice bottles, the setting of tables, dusting of chairs, and arranging of flowers. This is all done prior to the opening of the dining room.

The Service

French service differs from other services in that all food is served from a *gueridon* (cart). The *gueridon*, covered with a tablecloth, is kept close to the guest's table. It must have a *rechaud* to keep food warm. The *gueridon* should be the same height as the guest's table.

In French service, the food is partially prepared by the chef in the kitchen, and is "finished" by the *chef de rang* in view of the guests. Food is brought into the dining room on an attractive silver platter by the *commis de rang* who sets it on the *rechaud* to keep warm. The *chef de rang* then takes over, carving the meat, boning the chicken, and making the sauce or any garnishes required.

The *commis de rang* holds the guest's plate below the silver platter (to prevent spilling) while the *chef de rang*, using both hands, transfers food from the silver platter to the guest's plate. The *chef de rang* may hold the serving fork and spoon in one hand, to leave one hand free. This practice is acceptable when no *commis* is near to help him, so that he must hold the plate himself while serving the food.

As the *chef de rang* serves the food, he keeps his eyes on the guest to see how much the guest wants. Filling the plate too full diminishes the appetite and enjoyment of the gourmet.

Once the food has been arranged on the plate, the *commis de rang* takes the plate in his *right* hand and serves it to the guest from the guest's *right* side. (Illustration 20, page 56).

^{*} A small heater with a candle or sterno used to keep food warm.

In French service, everything is served from the right with the exception of the butter and the bread plates, salad plates, and any other extra dish which should be placed at the left side of the guest. Every rule has its reason. To serve food from the right is much easier for a right-handed waiter as he can carry the plate in his right hand, and set the tray in front of a guest from the right. It is difficult and awkward to serve a plate with your right hand from the left side. The exception to the rule is when a waiter is left-handed: then he may serve from the left instead of the right.

Soup

When guests order soup, it is brought into the dining room in a silver bowl and placed on the *rechaud* to keep warm. More soup than needed is always brought in. Soup not ladled out into the guest's soup plate is brought back to the chef and reheated to serve other guests.

The *commis* also brings hot soup plates. The soup plate is then placed on an *hors d'oeuvre* plate with a square folded napkin in between the *hors d'oeuvre* plate and the soup plate. This napkin serves a dual purpose: 1) it makes it possible for the waiter to carry the plate without getting burned; and 2) it prevents the waiter from putting his thumb into the soup. This service is more attractive than placing only the regular soup plate before the guest. The soup is ladled from the silver bowl into the soup plate by the *chef de rang* and served to the guest by the *commis* — or the waiter — from the right with the *right* hand.

Main Course

The main course, or any other course in French service, is served in the same manner as the soup course. The *chef de rang* always does the carving, preparing, or flaming of a course, and arranges it on the guest's plate; the *commis* serves it. When a chateaubriand steak for two persons is to be served, the cooked filet with the *grand jus*, potatoes and vegetables, come from the kitchen. Then the *chef de rang* prepares the sauce in front of the guest, reheats the chateaubriand, carves, and arranges the food on the guest's plate, meanwhile watching the guest to see what size portion he desires. Salad is served with the main course and placed below the butter plate with the *left* hand from the *left* side of the guest.

The Correct Way to Hold Plates

Plates should be held with the thumb, index finger, and the middle finger. The upper part of the plate's rim should not be touched; this prevents fingers from getting into the soup or leaving marks on the plate. The technique is not so difficult as it sounds — have someone demonstrate it and then try it. (See *Illustration 16*, page 55.)

Clearing the Table

Clear the table after all guests have finished eating. To clear the table while one or two guests are still eating is rude and ill mannered, making these slow diners feel rushed. A restaurant using French service does not look for high turnover. Give the guests a chance to dine leisurely and to enjoy the service and the meal. Before serving the dessert, make sure that the table is brushed and that clean ashtrays are brought in.

Removing the Plates

Over-specialization in food service with little regard for the problems of the dish room are often, and perhaps justly, criticized. Formerly, "The Three S's" — *scrape, stack, and separate* were standard procedures. Partial scraping, stacking, and separation of china, glassware and silver by dining room personnel is laborsaving, results in neater trays and side stands, and, above all, cuts down on breakage and noise. (See *Illustration 18*, page 55.)

Never stack the plates in front of a guest. Always clear the table completely in one round. Going back and forth to the side stand with every plate is unprofessional and a waste of time. Training and experience will give the smoothness and precision in clearing a table that characterizes French service. Remove the salt and pepper after the main course is cleared — they are not needed with the dessert course.

Finger bowl

Finger bowls are served with all dishes that the guest eats with his fingers; such as, chicken, lobster, and fresh fruit. The finger bowl is a small silver or glass bowl placed on a silver underliner with a doily in between the bowl and the underliner. A clean, extra napkin is served with it. The finger bowl is filled only one-third full with warm water to prevent splashing. A lemon wedge or flower petals are often put into the water.

The finger bowl is served *with* the courses mentioned above, not afterwards. When a guest eating lobster with his fingers suddenly wishes a



21. Finger bowl ends French service.

sip of wine, he washes his fingers before touching the glass. If possible, place the finger bowl in front of the plate. An additional finger bowl is *always* served at the end of *any complete* meal in French service and is placed directly in front of the guest — with a fresh napkin. (See *Illustration 21*, above.)

Setups for Special Dishes:

Cold or hot Lobster and Langouste: Cold or hot dinner plate (depending on whether the lobster is served hot or cold), fish fork and fish knife, lobster fork, nut cracker, butter plate and butter knife, and finger bowl.

Caviar: Cold *hors d'oeuvre* plate, small *hors d'oeuvre* fork and knife, teaspoon, butter plate and butter knife.

Oysters and Clams: Oysters or clams are usually served arranged on crushed ice on silver platters. Many times this silver platter is placed in front of the guest with no extra plate. On other occasions the oysters are placed in the center of the table, the guest having an *hors d'oeuvre* plate on which to place his oysters. An oyster fork, butter plate, and butter knife, and a finger bowl are also included.

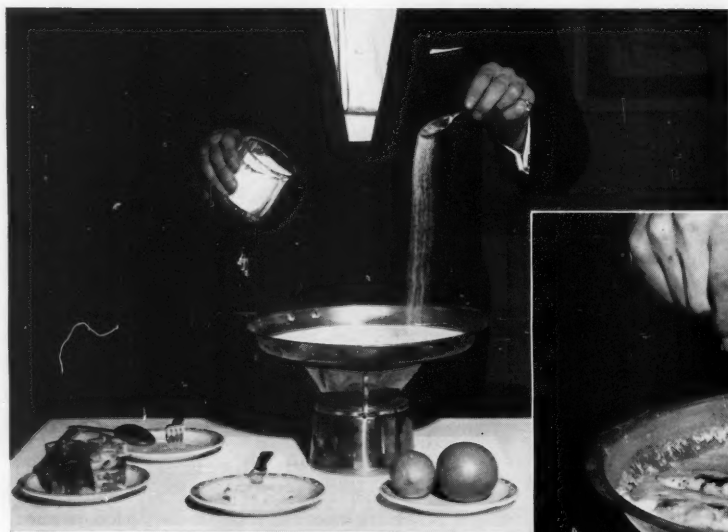
Whole Grilled Snails: Hot dinner plate, snail fork, snail tongs, butter plate and butter knife, and finger bowl are needed. The snails (fried in the shell and then arranged on a bed of heated salt on a silver platter) are placed in the center of the table. The snails are picked up with the snail tongs by the guest and are eaten with the special snail fork. This delicious light lunch is served with toast.

Fresh Fruits: Fruit or dessert plate, fruit fork and fruit knife, and finger bowl are necessary for most fresh fruits. There are some exceptions; such as, mangos and papayas.

Fresh Grapes: Fresh grapes require a special service. The cover consists of a fruit or dessert plate, a crystal bowl or champagne saucer filled with ice water, a pair of scissors, fruit fork and fruit knife, and a finger bowl. The reason for this elaborate setup is that in French service the bunch of grapes is served in a crystal bowl in the center of the table. The guest then takes the pair of scissors, clips off a bunch of grapes, washes them in the ice water in the champagne saucer, and then puts the grapes on his plate. He eats the grapes with his fingers or uses the fruit fork and fruit knife to peel off the skin and take out the seeds.

Flaming

The good hotel man knows that flaming adds little to a dish but that it presents a gala and profitable display — so encourage it. Flaming impresses the guest. The waiter, while flaming the dessert at one table, catches the attention of other people in the dining room who often order the same dessert. In flaming, the principle is always the same. The sauce or liquor used is the only variation. (See Illustrations 5, 22 and 23.)



Above (22), sprinkling sugar in chafing dish to prepare Crêpes Suzettes. Right (23), rolling heated Crêpes Suzettes in the sauce with fork and spoon before flaming.

One of the world's most popular desserts is *Crêpes Suzettes*. Like some other famous foods, *Crêpes Suzettes* were first served quite by accident about a hundred years ago.

Henri Charpentier, chef to Edward, Prince of Wales, was making a complicated *crêpe* sauce. This sauce was a blend of orange and lemon peels, sugar, butter, Grand Mariner, Cointreau and Kirschwässer. By accident, the cordial caught fire and the young chef thought both he and his sauce were ruined. Since it was impossible to start again, Henri tasted the sauce and found it was delicious. He quickly put the *crêpes* into the liquid, added more cordials, and let the sauce burn again.

The Prince was delighted with the new dessert and named it after the lady with whom he was dining.

Steps in Preparing Crêpes Suzettes:

1. Sprinkle granulated sugar on hot pan — wait until sugar melts.
2. Hold the orange and then lemon with a napkin in your hand, trimming off the peels and putting them into the pan — stir with sugar.
3. Add butter — wait until it melts.



CREPE SUZETTE

Yield: 12 six-inch diameter Crêpes			
Portion: 3 Crêpes per serving			
Pan: 8-inch thin frying pan			
Ingredients	Weights	Measures	Method
Flour, sifted all purpose		1 cup	<ol style="list-style-type: none"> 1. Mix the dry ingredients together. Combine the liquid ingredients with the dry and beat until smooth—the batter should be the consistency of thin cream. 2. Place a small amount of butter in the frying pan; heat until butter bubbles. 3. Pour enough batter into the pan to spread to a six-inch circle. Rotate the pan quickly to spread the batter thinly and evenly. 4. Cook Crêpe for about 1 minute; turn and cook on the other side. 5. With the aide of a fork and spoon, carefully roll the Crêpe. 6. Repeat until all batter is used or 12 Crêpes have been baked.
Sugar		1 Tbsp	
Salt		pinch	
Eggs, well beaten		1	
Milk		1 cup	
Butter		2 Tbsp	

CREPE SUZETTE SAUCE

Yield: 4 servings			
Portion:			
Equipment: Crêpe Suzette pan			
Ingredients	Weights	Measures	Method
Sugar		½ cup	<ol style="list-style-type: none"> 1. Carmelize ½ cup of the sugar over low heat—stir sugar as it is caramelizing. Add the peelings of the orange and lemon. 2. Add the butter to the caramelized sugar and stir until butter is melted. 3. Add the juice of the orange and lemon. Cook a few minutes—remove the peelings. 4. Place the Crêpes into the sauce. 5. Sprinkle the remaining ¼ cup sugar over the Crêpes. Add half of the Cognac, Grand Marnier and Cointreau. Carefully reroll the Crêpes, add the remaining Cognac, Grand Marnier and Cointreau. 6. Tip the pan so the flame touches the liquor and ignites sauce. Serve Crêpes (3 to a serving), using fork and spoon, on hot dessert plates.
Orange peel		½ orange	
Lemon peel		½ lemon	
Butter		¼ cup	
Orange juice		½ orange	
Lemon juice		½ lemon	
Cognac	1 oz.	2 Tbsp	
Grand Marnier	1 oz.	2 Tbsp	
Cointreau	1 oz.	2 Tbsp	

- Variations**
- 1) Grated orange & lemon rind may be used and left in the sauce or large pieces of orange & lemon may be placed in the sugar 24 hours before the sugar is to be caramelized. The sugar absorbs the flavor of the orange & lemon. Then remove.
 - 2) Pre-prepared, orange-flavored butter can be used to save time and labor. To prepare, mix finely grated orange and lemon peel with the sugar and combine with whipped butter for use in step 1.

*Compiled by Prof. Myrtle Ericson
and John Broadhead, Cornell '61*

4. Squeeze orange and lemon juice into the pan; remove orange and lemon peels.
5. Put *crepes* into pan — unroll, warm, and turn them.
6. Roll *crepes* — and let them simmer in juice.
7. Add some more granulated sugar on top of *crepes*.
8. Add Grand Marnier, Cointreau, and Cognac (brandy).
9. Dip the pan so the flame below touches the Cognac and ignites the whole sauce.
10. Serve *crepes*, using fork and spoon, on hot dessert plates.

As mentioned before, French service, despite its grandeur, has both advantages and disadvantages:

Advantages:

- French service gives the guest the greatest possible personal attention.
- It makes the guest feel very important — royal treatment.
- It is showy.

Disadvantages:

- It is more expensive and needs a larger professional staff.
- To use *gueridons*, French service requires more dining room space and reduces the number of seats in the dining room.
- French service is a slow service.

Line of Authority in Dining Room

In American Service:

Food and Beverage Manager...
Director of Service.....
Wine Steward.....
Head Waiter.....
Captain.....
Waiter.....
Bus Boy.....

In French Service:

Maitre d'Hotel
Chef de Service
Chef de Vin
Chef de Salle
Chef d'Etage
Chef de rang
Demi-Chef de Rang
Commis de rang
Apprentice

Explanation of Kitchen Names

<i>Grosse Brigade</i>	A large kitchen crew.
<i>Chef de Cuisine</i>	The chef of the kitchen.
<i>Sous - Chef</i>	Second chef, the chef's right-hand man.
<i>Saucier</i>	Sauce cook, in charge of sauces, gravies and stews.
<i>Rotisseur</i>	Roast Cook.
<i>Restaurateur</i>	Cook in charge of all "a la carte" orders.
<i>Garde Manger</i>	Cold meat man.
<i>Entremetier</i>	Cook in charge of garniture, vegetables, etc.
<i>Légumier</i>	Vegetable Cook.
<i>Potager</i>	Soup Cook.
<i>Poissonnier</i>	Fish Cook.
<i>Pâtissier</i>	Pastry Cook.
<i>Tournant</i>	Relief Cook; must know all parts of the kitchen.

The Classical Menu Skeleton

In French:

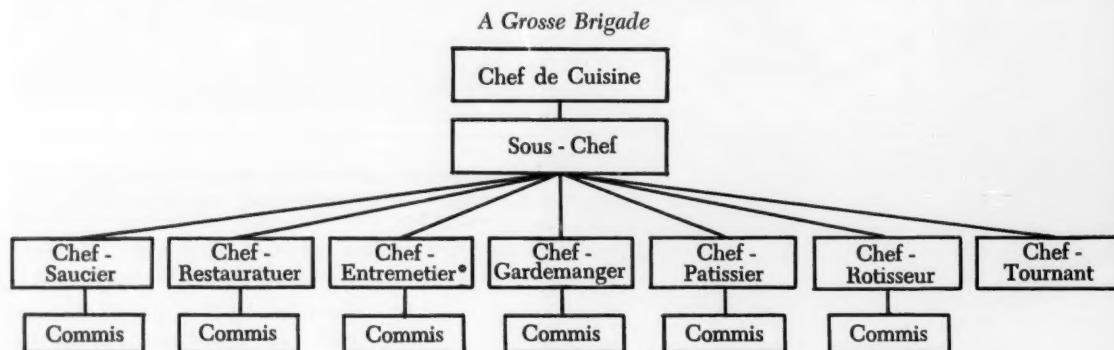
Hors d'oeuvre froid
Hors d'oeuvre chaud
Potages
Poissons
Grosse-Pièce
Entrées chauds
Entrées froids
Rotis, Salades
Légumes
Entréments, Desserts
Fromage
Fruit

In English:

Cold *hors d'oeuvre*
Hot *hors d'oeuvre*
Soups
Fish
Main dish
Hot extra dishes
Cold extra dishes
Roasts and Salads
Vegetables
Pastries and Desserts
Cheese
Fruit

Line of Authority in French Kitchen

In addition to the various stations shown in the chart below, there is an announcer or *abbouyeur* (generally the *chef de cuisine*) who takes the orders from waiters and passes them to the various cooks. This prevents arguments between the waiters and cooks and also speeds up the issuing of food.



* *Légumier, Potager, Poissonnier* — Instead of *chef entremetier* in larger kitchens.

5. Russian Service

Today Russian service (in America often erroneously called "French service"), is the most popular dining room service in all of the better restaurants and hotels in the world. As the name implies, Russian service originated in Russia, making its first appearance on the European continent during the Napoleonic wars. At that time, the old-fashioned English service and the cumbersome French service were still the dominant types used in Europe.

In English service, food comes in whole pieces from the kitchen, is presented to the guests, and then is either cut by the host or removed and cut elsewhere.

French service also has its disadvantages. True, most dishes come precut from the kitchen, but service is made from a *gueridon*, placed adjacent to every diner's table. Not only is this service slow, but it also requires a great deal of space.

Russian service, because of its simplicity and speed, soon proved its advantages. It became the most popular and fashionable method of serving in every royal court and is now used in luxury-type restaurants. Today, English service has disappeared on the European continent, and French service can only be found in a few, old-fashioned, high-class restaurants.

The table arrangement, in Russian service, is identical to the arrangement for French service, but the service itself differs. In Russian service, the food is fully prepared and precut in the kitchen and is then neatly arranged on silver platters by the chef. These platters are brought into the dining room by the waiter, who serves the guest from these platters.

The waiter orders the food in the kitchen the same as in American service; but when the waiter comes back to pick up the food, he receives it on silver platters rather than on serving plates. He carries the hot plates and the silver platter with the food on one large tray into the dining room. He first sets the tray with the food and the empty plates on a side stand. Then he picks up the plates and sets them before the guest from the guest's right, using the right hand. (Again the old rule: plates are set in from the right.) By doing so, the waiter goes around the table clockwise, which enables him to go forward instead of backward.

After the plates are placed, the waiter returns to his side stand, picks up and holds the silver



24. In Russian service, food is transferred from a silver platter onto the plate before the guest. Cover is same as for French service.

platter on his left hand and serves the guest from the left with his right hand. (See Illustration 24.)

The reason for serving from the left is that the waiter must hold the silver platter on his left hand in order to use his right hand for serving the food with fork and spoon. If he were to try serving from the right, the waiter would cross his hands and most likely dip his sleeve in the gravy. Therefore, the golden rule for Russian service is: *Set empty plates in from the right by going around the table clockwise. Serve the food from the silver platter from the left by going around the table counterclockwise.*

Before food is served, it is a nice gesture to present the silver platter to the host or to the party. This gives the guests an opportunity to see what the chef has arranged on the platter and most likely the beautiful arrangement of food stimulates the appetite. (See Illustrations 5 and 8.)

When serving the food, the waiter has some leeway regarding the amount he serves. He can please the guest by giving him the portion he wants. Any food not served from the silver platter always goes directly back to the chef in the kitchen.

In brief, the principal technique of Russian service is that every food item is brought into the dining room, not on a plate as in American serv-

ice, but on a silver platter from which it then is served by the waiter to the guest's plate, which has been previously placed before the guest.

This rule holds for soup service except when soup is served in a cup. If the soup is served in a soup plate, the hot soup plate is put on an *hors d'oeuvre* plate with a square-folded napkin between the two plates (as in French service) and placed empty in front of the guest. Then the soup is brought to the guest either in a large silver bowl from which it is ladled into the soup plate, or in a silver cup from which it is poured into the soup plate. This is the only occasion in Russian service where two methods may be used.

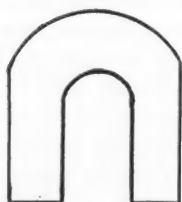
Since all work can be done alone by one waiter, Russian service has a great advantage over French service, for which two waiters are needed.

Because its popularity is increasing in most first-class hotels and restaurants, one can assume that Russian service has many advantages in comparison to other types of services. The advantages of Russian service are:

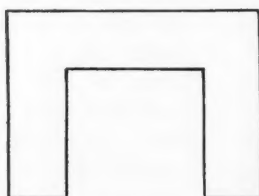
- Only one waiter is needed per station.
- It is a fast service.
- It is less expensive than most other services.
- It is an elegant and high-class service.
- No extra space is needed for equipment.
- It guarantees equal portions because they are pre-cut in the kitchen.
- There is less waste because unused food goes back to the chef to be reused instead of being discarded into the garbage can.
- It gives the guest personal attention.

But, like other things in life, Russian service is not perfect and has disadvantages:

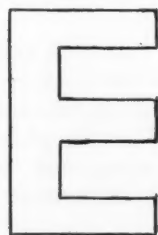
- There is a big initial investment in silver equipment.
- If many guests are to be served from one silver platter, the last guest served may see a rather unappetizing serving platter.
- If every guest in a party orders a different dish (like steak and fish) the waiter must carry too many different silver platters from the kitchen to the dining room.



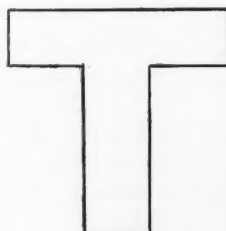
Horseshoe Shape



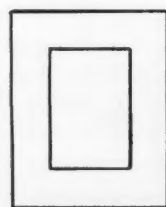
U-Shape



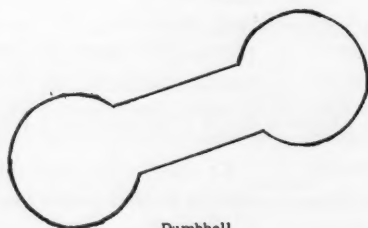
E-Shape



T-Shape



Hollow Square



Dumbbell

25. Six table arrangements for dinners and small banquets are shown at the left. These setups can be made from tables commonly stocked and provide an informal arrangement for the guests.

26. A banquet table for ten awaits guests' arrival. Seafood fork for the cocktail has its tines laid inside outer teaspoon on right of covers. Only three ashtrays, three salt and pepper sets, and two sugar bowls were used to conserve space. Fancy folded napkins help give the room a festive look. Flower arrangements are kept low.



6. Banquet Service*

Banquet service needs separate treatment, although the basic techniques are similar to those presented in previous chapters. The American, French, and Russian types of service, previously discussed, have all had these disadvantages:

- How many guests will come is not known.
- What dishes the guests will order is not known with any certainty.
- No definite hour is set when the guests will arrive.

In banquet service, the reverse is true: the management knows exactly when the guests are coming, how many of them there will be, and what they are going to eat. This is of great help to the management, to the kitchen staff, and to the banquet staff.

When a banquet is booked, one copy of the order goes to the chef and one to the banquet maitre d'hotel. The order includes the number of persons expected, the time the banquet begins, and the complete dinner menu. With this information, the banquet staff's job is greatly simplified. The tables must be set at a specific time and for a specific number of guests. The individual covers are set with the plates, silverware, and glassware needed for the particular meal.

Two types of service are commonly used in banquet service, the merits of which will be discussed later in this chapter.

Setting a Banquet Table

The *mise en place* or preparation for a banquet is similar to the preparations made in the main

dining room. No major difference is made in setting up individual covers, but everything needed by the guest during the dinner is placed on the table, when it is being set, in the exact order to be used by the guest.

The first step in setting a banquet table, as in setting any other table, is fastening the silence cloth (*molton*), which is necessary when no permanent silence cloth is attached to the table. On top of the silence cloth, place the tablecloth. (See *Illustration 10, page 54.*) The tablecloth can be spread by one person on a small table; but if the table is large it should be spread by two or four persons to avoid wrinkles. If several tablecloths are used on a long table, the center creases must meet to give a continuous line from one end of the table to the other. The tablecloth should extend at least 12" over each edge of the table (to the edge of the chair) but should not be long enough to interfere with the comfort of the guests. (See *Illustration 11, page 54.*)

After the tablecloth is properly laid, place the napkins, silverware, glassware, and plates in position. Time can be saved by using assembly line techniques. Time is wasted when each waiter sets his own station; organized and combined efforts require much less time. Depending upon the menu ordered or the policy of the house, the first thing to be set on the table will be the *hors d'oeuvre* plate. One waiter rolls a cart in from the kitchen with all of the *hors d'oeuvre* plates required for the banquet. Then, taking a stack of plates in his left hand, he proceeds around the tables clockwise, setting one plate for each cover. The *hors d'oeuvre* plate is the starting point for the other items that go on the table.

* It is recommended that the reader first review American service and Russian service before studying this section.

The second waiter follows the first waiter with the napkins. A third waiter follows the second waiter, carrying dinner knives in a napkin in his left hand, and places them (using his right hand) to the right of the plate with the blade of the knife facing towards the plate. A fourth waiter, in the same manner, places the forks to the left of the plate. Other waiters follow with additional items needed for the table. Silverware is never carried in the hand. Hold all silverware in a napkin or carry it on a plate to prevent fingermarks on the silver. (See *Illustrations 13, 14, 15, 16.*)

In high-class banquet service, each guest has a set of salt and pepper shakers and an ashtray. If space is limited (as at a table for ten) set three at each table. Four or five persons should never be expected to share one big ashtray. Flower arrangements are put on the table last. Low arrangements are preferable, so that the guests need not peek around or through the flowers to converse with the person across the table. (See *Illustration 26.*)

American Banquet Service

The covers for American service at banquets differ from those used for Russian service. In American banquet service, if no *hors d'oeuvre* plate is required for the first course, the napkin is placed at the cover for each guest.

- Place the dinner knife to the right of the napkin with the edge towards the napkin; next to the knife, place the soup spoon; and then the two coffee spoons.*
- To the left of the napkin, place a dinner fork and then a salad fork.
- The water goblet is placed at the tip of the knife.
- The butter plate holding a butter knife is placed at the tip of the forks.

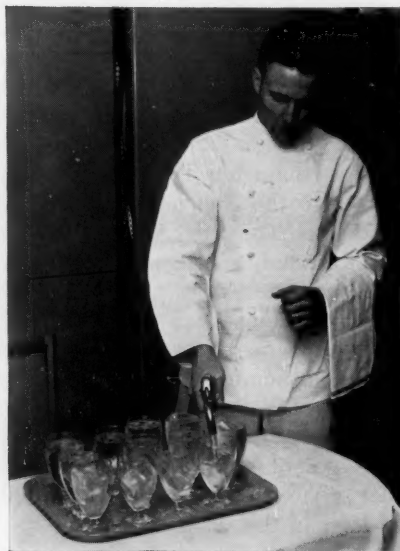
(The butter knife may either be placed across the top of the butter plate, parallel to the edge of the table, or placed across the right side of the butter plate, parallel to the other silverware with the cutting edge to the left.)

- * Even though silver is not placed in the order which the food is eaten, the American public is accustomed to this setting and many insist the arrangement looks better.



27. "Service is the cheerful giving of attention" framed over the ingoing door reminds each waiter that cheerfulness does more to insure the guest's pleasant meal than does the most expert service. "If you're not proud of it, don't serve it," over the left door is management's carte blanche to the waiter to check the product. The waiter, given this authority, should be backed up by the management.

(Right) Banquet glasses can be filled with water quickly and efficiently by using a flexible hose attached to the refrigerated water system. Whole trays or racks of glasses with ice can be filled to a carefully gauged level through this apparatus.



28. A simple banquet menu can be made elaborate when the dessert is served with ceremony. Here chefs present Bombe Grand Marnier to persons at head table (of a banquet for 400) in a lotus blossom conveyance. Immediately afterward, waiters marched in with a dessert on a decorated platter for each table, where it was cut before the guests and served by the waiter. Conveyance can be used again and again.



- The coffee cup is sometimes placed on the table before the guests come in and the cup and saucer are placed above the knife. (Although it is not very elegant and not recommended, placing the coffee cup on the table before the guests come in saves time and is often done for less expensive parties.)
- Sugars and creamers are placed between each two covers and above the knives and forks.

In American banquet service, the water goblets should be filled with ice water before the guests sit down. Butter and bread or rolls are placed on the butter plates. The food is served on plates in the kitchen, the waiter carrying the plates to the dining room, and setting a plate before each guest from the guest's left with his left hand. All dishes are served and removed from the left with the left hand except beverages, which are served from the guest's right.

The advantage of using American banquet service is that less skill is required.

- Waiters carry in trays holding plates of food topped with covers.
- Food, to be served hot, must be placed on the plates shortly before it is served, or kept hot in holding cabinets.
- Every plate must be handled and garnished separately by production line or production "square" methods.

Russian Banquet Service:

Russian banquet service is more complicated and requires professional waiters. Generally it is used for expensive banquets.

The following could be the menu served:

Canapes Royal

(Little canapes with salmon, gooseliver, caviar.)

Consomme Double au Sherry

(Strong consomme with sherry)

Truite au Bleu

Pommes Persille

(Blue boiled trout with parsleyed potatoes)

Tournedos a la Rossini

Haricots Verts

Pommes Parisienne

(A filet mignon with gooseliver, truffles, and Madeira sauce. Green beans and small, round potatoes.)

Parfait d'Amour

(A decorated mold of rich ice cream with coffee flavor dominating.)

Cafe — Cognac — Liqueur

For this menu, start with an *hors d'oeuvre* plate. To its right, in order from the plate outward, place: 1) a dinner knife (or perhaps a steak knife); 2) a fish knife; 3) a soup spoon; and 4) an *hors d'oeuvre* knife. To the left from the plate, place: 1) a dinner fork; 2) a fish fork (somewhat higher than the dinner fork in order to save space); and 3), the *hors d'oeuvre* fork. These are placed in the order of the menu, with the last piece of silverware to be used placed next to the plate.

The dessert fork and spoon are placed above the plate, just as in the standard set-up for Russian or French service. (See Illustration 19, page 56.) The butter plate is placed to the left of the *hors d'oeuvre* fork with the butter knife laid on it.

The wine glasses (Assume that two wines are ordered: a white wine and a red wine.) are set so that the glass for the first wine to be served is

nearest to the guest's right. Thus, the red wine glass is placed at the tip of the dinner knife, and the white wine glass, slightly lower and closer to the guest's right. (See *Illustration, page 75.*)

No sugar, creamer, or coffee cups are placed on the table. The coffee service is on a side stand ready to be served after the main course has been removed and the dessert has been served.

In Russian type banquet service, the food is brought into the dining room on silver platters with six, eight, or ten portions on one platter. A hot plate is placed in front of each guest. Then, the food is served from the silver platter onto the plate of the guest from the guest's *left*, with the waiter's *left* hand as in regular Russian service. The correct wine is poured shortly before each course is served.

Russian service is without question the most exclusive and best-suited banquet service. Some advantages are:

- Elegance of service and "showmanship" when all the waiters come into the dining room simultaneously with their lavishly decorated silver platters.
- It speeds service and simplifies preparation in the kitchen.
- The chef has less work in preparing eight to ten silver platters than he would have when he must arrange a separate plate for each guest.
- The platter service takes less space, and it is easier to prepare the silver platters with food beforehand and keep the food warm than it is to keep several hundred plates warm.
- It is easier for a waiter to carry one silver platter than to carry ten plates.

In all types of banquet service, the serving must be done by all waiters simultaneously. The head-waiter, or whoever is in charge of the banquet, gives a signal. Then all waiters start serving or start clearing their stations. In larger establishments these signals may be given by signal light.



Palace Hotel, San Francisco.

29. The wines in the bins of this wine cellar at a San Francisco hotel are stored in a horizontal position to keep the corks moist, excluding the air. Each brand, and type is numbered to correspond with the numbers appearing on the hotel's wine list.

Courtesy of Wine Advisory Board

7. Wine Service

Wines should be sold to accompany the dinner and to make the food even more palatable, according to Professor Matthew Bernatsky of Cornell's School of Hotel Administration. To Americans, he notes, wine does not replace the before-dinner cocktail or highball. Wine not only makes the guest's dinner more enjoyable to him, but it also builds up a higher check average and in-



Hotel Mark Hopkins, San Francisco.

30. The wine service room at a San Francisco hotel is arranged for the efficient handling of wine. Note the convenient location of the main floor stock of red table wines at the far right and the pre-chilled white table wines in the service refrigerator. Wine glassware and table coolers are stored in front of the bar where they can be obtained easily by the waiters.

Courtesy of Wine Advisory Board

creases tips. For these reasons, the expert waiter should be informed about different wines and serve them so that the guest receives the greatest pleasure when he purchases a bottle.

The waiter is thus the foremost salesman of wine. Many times guests ask him to suggest suitable wines to accompany a dinner. And he may be asked such questions as: "How old is this

wine?" "Who made this wine?" "Where is this wine grown?" or, "Why are some wines served cold while others are served warm?"*

Wines are classified in various ways. Grossman† classifies them into natural, sparkling, fortified, and aromatized wines. The Wine Institute in California classifies wines as appetizer, red table, white table, dessert, and sparkling wines.

Wines should be stored in wine racks in horizontal positions. (See *Illustration 29*.) When a wine bottle is stored upright for any length of time, the little air space in the bottle neck below the cork tends to dry out the cork. A dry cork shrinks and permits air to enter the bottle. When wine is exposed to air, oxidation begins and the wine starts to sour.

How to Serve White Wines

White wines, as a rule, are served chilled. To be readily available for service, white wines should be stored in air-conditioned rooms or refrigerators on the main floor of the dining room. (See *Illustration 30*.) Thus, they are always available at the desired temperature when called for. When white wines are kept stored in the cellar, unrefrigerated, they must first be chilled in an ice bucket before being served. In either case, white wine bottles should be thrust into an ice bucket and surrounded with crushed ice before being served.

Traditionally, white wines are served with white meats—fowl, fish (except salmon), and seafood. Turkey may be served with either white or red wine. Tradition does not rule out the possibility that white wine may be drunk with red meat. When a guest orders a particular type and brand of wine, he should be served the wine he orders with no comment by the waiter.

Presenting the wine. When a guest asks for white wine, the waiter—or *sommelier* (wine steward)—should obtain the bottle from storage, set it into an ice bucket, cover it with a clean, folded napkin, and bring this service into the dining room. The ice bucket, placed on a stand, is



31. Present the wine bottle to the guest for his inspection before putting it in the wine cooler. The table is set for a "French cover," and the guest has an all-purpose wine glass.

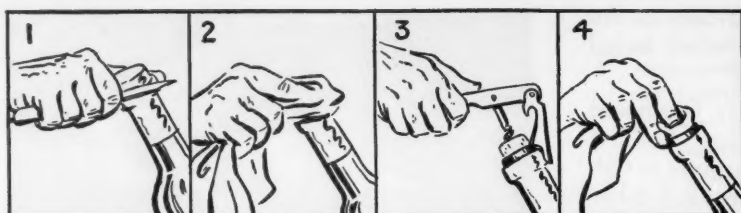
set to the right of the person who ordered the wine. The waiter (or *sommelier*) then takes the bottle out of the bucket and presents it to the guest with the label uppermost. The host thus has an opportunity to verify the correctness of his order.

This bottle presentation is an important part of wine service and should not be overlooked. If the waiter (or *sommelier*) misunderstood the guest and brought in the wrong wine—to which the guest will later object—the waiter can now readily exchange this bottle for one the guest prefers. Had the waiter ignored this presentation ritual and opened the bottle without showing it to the guest for his approval, this bottle would have to be returned to storage and may become a loss. Furthermore, this bottle-presentation ceremony shows courtesy to the guest, regardless of his knowledge about wines, and adds to the atmosphere of the dining room. (See *Illustration 31* above.)

Wine Glasses. Set the correct glasses on the table before opening the wine. (See *Illustration 40*.) For white wines, several types of stem glasses can be used. (See *Illustrations* on pages 73 to 75.) Some establishments prefer the "all-purpose" wine glass; others prefer to use ornate, long-stemmed glassware, which may be both expensive and fragile but adds to the general atmosphere. The glasses in which white wine is to be served should have been previously chilled. When chilled glasses are not available, the waiter may chill them in crushed ice.

* The Wine Institute (717 Market Street, San Francisco 3, California) offers without charge a Wine Study Course to hotel, restaurant, and club employees. To obtain an enrollment blank, write the Wine Institute at this address.

† Harold J. Grossman, *Grossman's Guide to Wines, Spirits, and Beers*.



Cut the foil

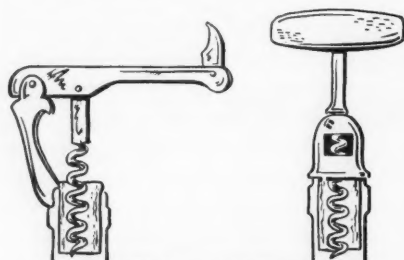
Wipe the mouth

Draw the cork

Wipe again

33. Steps in opening a wine bottle.

Opening the Wine. The opening of the wine bottle begins with the removal of the foil around the cork and neck of the bottle. (*See Illustration.*) The foil should be cut with a knife, and not ripped off with a fingernail. Older wines often have mold below the foil at the top of the cork. Wipe the bottle top and cork with a clean napkin. Set the corkscrew (*See Illustration.*) into the cork and turn it carefully straight down, using only moderate pressure. As the cork breaks easily, it is important that the corkscrew turn in straight, rather than sideways, to avoid broken cork bits falling into the bottle.



Corkscrews with levers and knife blades are liked by waiters, and the "T" type automatic pullers by most waitresses. The cork should be penetrated fully before the pull is begun.

Should the cork be pushed into the bottle by the corkscrew, use a special cork puller—an instrument with three hooked-steel wires arranged so that they pull out any floating cork. Or, make a loop of clean string and lower it into the bottle, catch the cork in the loop and pull it out.

After the cork is removed, the waiter should sniff the cork to determine whether the wine has deteriorated. A distinctive, acrid smell indicates "bad" wine. If the wine is "bad," return the bottle to the steward and open a new one. Once the cork is removed, place the cork on the side of the ice bucket for the guest to view. The cork of a good-quality wine always carries the name of the maker and the date of the wine bottling.

Pouring the Wine. Before pouring any wine, wipe the open top of the bottle with a clean napkin to remove any cork grains or other impurities. The waiter should then pour a few drops into his wine tasting cup and sip it as a second inspection. (*See Illustration 35, page 71.*) Following this little show, the waiter should next pour a few drops into the host's (or whoever ordered the wine) glass so that he too can approve the wine. Hold a towel in the left hand when serving wine and use it to wipe the bottle, particularly when taking it out of the ice bucket. Do not wrap the bottle in a towel as the guests usually want to see the label of a truly good wine.

When the host has approved the wine, pour wine: 1) for a couple, the lady; 2) for a group, the person sitting to the host's right. Proceed around the table counterclockwise, filling the host's glass last. *White wine glasses should not be filled more than three-fourths full.* This gives the guests an opportunity to savor the wine's aroma within the enclosure of the glass before sipping it.

When pouring wine, hold the bottle so that the label is always uppermost and can readily be seen. *Bring the bottle to the glass on the table.* Do not lift the glass in your hand because the hand warms the glass and spoils the effect of the chilled white wine. When the glass is three-fourths full, *twist the bottle* to distribute the last drop on the bottle's rim and thus prevent it from dripping.*

When all glasses have been served, place the white wine bottle back into the ice bucket to the host's right. Keep an eye on the table and replenish the guests' glasses when most of them are empty. The host may want to order an additional bottle for his guests.

* Wine stains, especially red-wine stains, are difficult to remove from white tablecloths. Stains can be removed from linen by stretching it tightly over a bowl and then pouring boiling water from a height of 12" or more onto the stain. The stain virtually disappears.

35. Wine steward pouring a few drops of wine into his tasting cup. 36. Red wine should lay tilted horizontally in a wine basket placed to the right of the host.



How to Serve Red Wines

Red wine is traditionally served with roasts, particularly beef. It is usually served at cellar temperature—60° to 68°F, being desirable. In many people's opinion, young American red wines are best when served chilled. Old vintage red wines can be served warmer—at room temperature—which brings out the bouquet.

Another peculiarity of red wine is that a certain amount of sediment "settles out" in the bottle during the aging period. This deposit is actually considered a sign of a "good" red wine, but it becomes objectionable when it floats around within the bottle. This occurs when the bottle is shaken up in handling. To circumvent rough handling of red wine, pull the bottle carefully from its horizontal rack and lay it horizontally with neck tilted in a wine basket. (See Illustration 36.) A bottle of red wine thus handled presents no problem with disturbed sediment.

Decanting Red Wine. Some guests prefer that red wine (especially old wine) be decanted before it is served. The clear wine is carefully poured from the wine bottle into a decanter so that the sediment remains in the original bottle. Wine is then poured from the decanter into the guest's glasses. This decanting serves a dual purpose: 1) it safeguards against stirring up the sediment; 2) the incorporation of oxygen during the decanting process adds to the flavor of the red wine, according to some wine connoisseurs.

Filtering Wine. Despite such care, the sediment in the bottle may get into suspension before the wine is served. Then the wine should be filtered. No guest, of course, likes to wait the time required for the sediment to settle once more. If the bottle were returned to storage, it could mean a loss; once a bottle is opened, deterioration sets in. The wine, however, can be filtered in the dining room at a side stand in view of the guests. The procedure is to insert a funnel into the decanter into which the wine is to be poured; next place a filter paper or cloth over this funnel and pour the wine from the bottle through the filter into the decanter. Serve the wine to the guests from the decanter.

Pouring Red Wine. Present the red wine bottle to the guest or host as outlined for white wine. Then place the red wine glasses on the table. (See Illustration 41.) Wine glasses should be clean and without finger prints. The bottle-opening procedures are the same as for white wine, but in pouring, *lift the red-wine glass with the left hand (holding it in the palm of the hand) and bring it to the rim of the wine bottle.* This holding of the wine glass in the palm of the waiter's hand warms the glass, which is desirable for red wine. Bringing the glass to the bottle rim also makes it easier for the waiter to pour the wine and prevents spilling it—red wine makes hard-to-remove stains—on the tablecloth or on clothing. Red wine glasses should be filled one-half to two-thirds full. After filling the glasses, return the bottle to its tilted horizontal position in the wine basket placed to the right of the table's host.

How to Serve Champagne

Champagne, the "sparkling king of wines," proper for any occasion, is the most delightful wine obtainable. Champagne can be served with every meal—champagne breakfasts are not unknown—and can be served before as well as after the meal. Sparkling Burgundy and other sparkling wines can be served in much the same fashion as champagne.

The relative sweetness or dryness of a sparkling wine is very important to the champagne drinker. Accordingly, the champagne may be the driest (*nature* or *brut*); very dry (*extra sec* or *extra dry*); only moderately dry (*sec* or *dry*); sweet (*demi sec*) or *doux* (sweet). One should bear in mind that champagnes as a whole are sweeter than table (natural) wines. Hence, the truly dry champagnes are marked *nature* or *brut*.

Champagne bottles come in several sizes:

Split:	6½ oz.
Tenth ("Pint"):	13 oz.
Fifth:	26 oz.
Magnum:	52 oz. (<i>two fifths</i>)
Jeroboam:	104 oz. (<i>four fifths</i>)

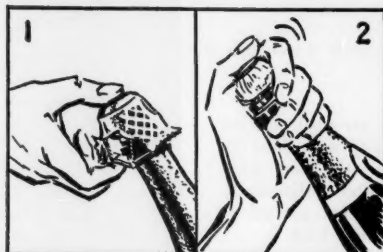
The split and fifth are most commonly stocked. There are larger sizes than the jeroboam, but these are usually made for display purposes.

Champagne, to be brilliant and sparkling, must be chilled. The carbonic acid present in sparkling wine gives it flavor as well as sparkle. When the opened bottle becomes warm, the carbonic acid providing the sparkle reacts to produce water and carbon dioxide gas, which immediately escapes. The result is a flat-tasting, non-sparkling wine. Within the unopened bottle, the carbon dioxide in a warm bottle exerts pressure against the bottle sides. When kept at too warm a temperature, unopened champagne bottles can crack and even explode.

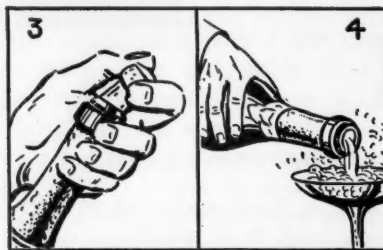
Before Opening Champagne. Bring the chilled champagne bottle into the dining room and place it in a champagne ice bucket and set on a wine stand to the host's right as you do with white wines. Next, present the unopened bottle to the host for his approval, before burying it again in the ice. Place iced champagne glasses (*See Illustration 42, page 75.*) on the table so that the guests can anticipate their pleasure.

Before the cork of the bottle can be twisted out, the safety wire below the foil must be removed.

Opening Champagne Bottle



(1) Remove wire and foil in one action. (2) Gripping bottom of bottle with one hand and holding thumb on cork with other hand, twist bottle back and forth to loosen cork. Keep bottle at 45° angle.



(3) As pressure forces cork out, continue to hold it firmly. (4) Pour in two motions, letting foam subside after first pouring.

(*See Illustration above.*) (This wire is affixed by the bottler as an added safety feature to keep the cork from being forced out when champagne is stored.) The little loop of twisted wire on the bottle neck below the foil must be turned open; then the wire holding the cork and the foil can readily be stripped off.

Opening the Bottle. Hold the cork firmly with a clean napkin in the hand and carefully turn the cork back and forth, working slightly upward with each turn, until it loosens and pops out. Keep a firm grip on the cork at all times so that it does not pop to the ceiling or into the eyes of a nearby guest.

Serving Champagne. Serve champagne in the same manner as that previously outlined for white wine, but fill the champagne glasses three-quarters full.

Appetizer and Desert Wines

Appetizer and dessert wines are served in the manner of cocktails and other mixed drinks. These wines are ordered at the bar and brought into the dining room on a small, clean bar tray and then each glass is set before the guest.

38. New design, shape, and chemical composition are being offered in glassware by manufacturers in United States and abroad. Displayed in the illustration is one manufacturer's line. Restaurateurs now seek glassware to complement special decors and the manufacturers are making glassware less fragile.



Courtesy Hotel Ezra Cornell

Beverage Suggestions with the Various Meals

- *Before dinner or with the appetizer:* cocktails, high-balls, dry sherry, vermouth, or Madeira.
- *With steaks, roasts, and game:* red tables wines.
- *With the dessert:* champagne.
- *After dinner:* choice of brandies and cordials.



39. Commonly used bar glasses:

- | | |
|--|--------------------------------|
| 1. Shot glass | 6. Brandy snifter |
| 2. Old fashioned glass also "on the rocks" glass | 7. Collins glass |
| 3. Champagne saucer | 8. Sham Bottom high-ball glass |
| 4. Cocktail decanter | 9. Beer shell |
| 5. Sherry glass | 10. Whisky sour |
| | 11. Water goblet |

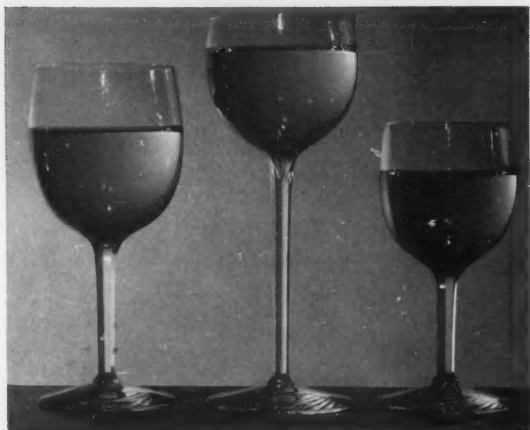
Missing from picture:
 "all purpose" wine glass
 cordial glass
 zombi glass
 cocktail glass
 pilsener glass

A Composite Vintage Chart

Variations in weather, the judgement and skill of the vintner, and the wine's handling after bottling can affect the quality of wine. Wines of many so-called "great vintage years" need years to mature and unfortunately much of it is drunk much too soon because of publicity given the vintage. Many a "lesser vintage year" yields a delightful, early maturing, light wine not listed on the chart below:

	Bordeaux Red	Bordeaux White	Burgundy Red	Burgundy White	Rhone	Rhine	Moselle	Champagne
1928	10	10c	9c	9c	8c	8c	7c	10c
1929	10c	10c	10c	10c	9c	10c	10c	10c
1934	10c	9c	9	8c	8c	10c	9c	9c
1937	9c	10c	8c	9c	9c	10c	10c	9c
1943	8c	8c	8	8c	8c	8c	9c	8c
1945	10s	10c	10s	8c	9c	9c	9c	8c
1947	10c	10c	10c	10c	10c	8c	9c	9c
1948	8	7	8	7	4	7c	8	7c
1949	9	8	9	9c	8	10	10c	9c
1950	8	8c	6c	9	7	7c	8c	6
1952	9	8	9	9	9	8c	8c	9
1953	10e	9	9e	9e	9e	10	10	9e
1954	6i	4	6i	6	8	4	4	5
1955	9e	8	9c	9	9	7	8	10
1956	6	5	6i	7	7	4	4	6
1957	8	7	8	9	9	7	8	7
1958	8?	8?	8?	8?	8?	8?	8?	8?
1959	May become one of the great vintage years of the century.							

- | | | |
|--------------------|-----------------|-------------|
| 1—Useless | 4—Mediocre | 7—Very Good |
| 2—Very poor | 5—Useful | 8—Fine |
| 3—Poor | 6—Good | 9—Great |
| | 10—Very great | |
| c—consume promptly | i—irregular | |
| e—early maturing | s—slow maturing | |



Courtesy of Wine Advisory Board

8. Glassware

Knowledge of the names and appearances of the most-used glasses is necessary for the waiter to provide proper wine service. The two major glass types are *cylindrical* (resembling the ordinary water glass) and *stemmed* (derived from the goblet of olden days).

Manufacturers of glassware are constantly introducing new designs, shapes, and content to their glasses. The appearance of those offered by different manufacturers differ for the same type of glass. Illustration 38 shows a line of glassware produced by just one maker.

Illustration 39 shows the most frequently used bar glasses. White wine glasses are shown in Illustration 40; red wine glasses in 41; and champagne glasses in 42.

There is a trend away from using standard glasses for serving drinks in the United States, according to Professor Bernatsky. In a recent article* he reports that large glasses of unusual shape make the guest feel that he is getting more for his money and he will pay a higher price for his drink.

Type of Glasses. A few of the more commonly used bar glasses are described below:

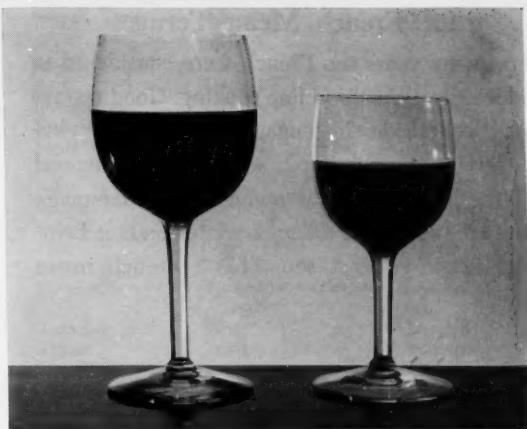
Champagne: The most common type is the "sauce" which holds about 5 oz. The tulip-shaped glass is preferred by some connoisseurs.

* Matthew Bernatsky, "Trouble Shooting Your Food and Beverage Operation," *The Cornell Hotel & Restaurant Administration Quarterly*, Vol. 1, No. 1 (May 1960), p. 23.

40. Wine Stemware. Reading from left to right: Table wine glass (in this instance used for Sauterne), Rhine Wine glass, and dessert wine glass (in this instance used for Muscatel).

- | | |
|------------------------------|---|
| Wine: | Comes in many styles and may hold from 5 to 8 oz. The top and bowl are of medium size and the glass is slightly deeper than wide. Red wine glasses as a rule are larger than white wine glasses. The "all purpose" wine glass is gaining in popularity because it saves money on inventory and storage space. |
| Cocktail: | Like the wine glass, cocktail glasses come in many sizes and shapes. The glass has a wide top, shallow bowl, and holds from 3 to 4 oz. Some variations have V-shaped sides. |
| Sour: | Used for Whisky Sours, this glass has a narrow top, deep bowl, parallel sides, and holds 3 to 4 oz. |
| Sherry: | This glass has a wide top, slanting sides to a deep bowl, and holds 2 oz. |
| Cordial or "Pony": | This small glass holds only 1 oz. and is used to serve liqueurs. It resembles the Sour glass, having a narrow top and deep bowl. |
| Large Brandy Snifter: | Often called a "Brandy Inhaler," it resembles in shape an over-sized electric light bulb on a stem and holds 6 to 8 oz. but is never filled. |
| Small Brandy: | This glass resembles the large snifter so far as shape is concerned, but it holds only about 2 oz. |
| Tom Collins: | This large cylindrical glass resembles an ordinary water glass and usually holds 12 oz. |
| Highball: | Smaller than Tom Collins but in same shape, it holds 5 to 9 oz. |
| Old Fashioned: | Short, squat glass, wider at top than bottom it holds 4 to 6 oz. |
| Double-Size Bar: | Same shape as the Old Fashioned but smaller, it holds about 2 oz. |

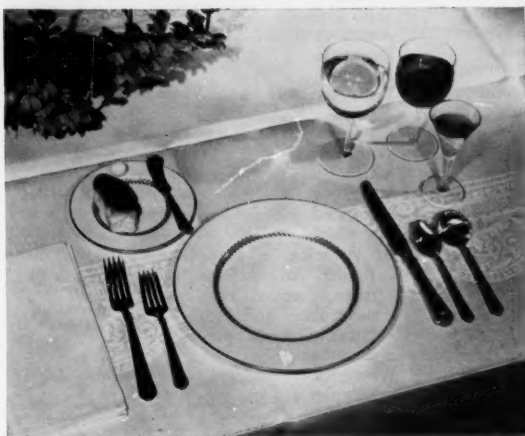
41. **Wine Stemware.** *Reading from left to right:* Table wine glass (in this instance used for Burgundy) and dessert wine glass (in this instance used for Port).



Courtesy of Wine Advisory Board

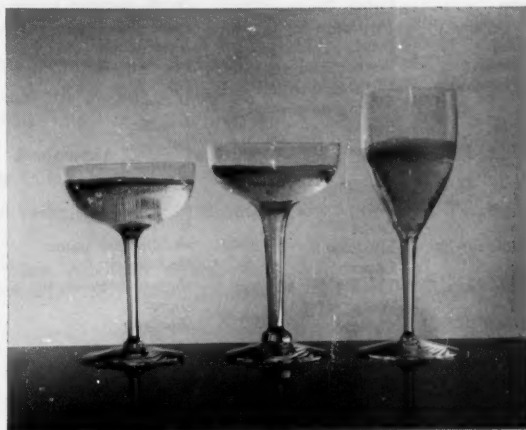
Placement of Wine Glasses

Table setting requires correct placement of wine glasses. Even though the dinner is elaborate, no more than two wine glasses should be set on the table at any one time. The glasses may be arranged in either of two ways. As shown to the right, the glasses are set slightly to right of place and towards center of the table — *the water goblet on line with knife, one wine glass above and one to the right, forming a triangle.* Glasses may also be set in a straight line in front of and to the right of place — the water goblet and the wine glasses in that order. For additional wines, glasses are exchanged as each course is finished and the next course is served.



Courtesy of Wine Advisory Board

42. **Wine Stemware.** *Reading from left to right:* Saucer Champagne, Hollow-stem Champagne, Tulip Champagne.



Courtesy of Wine Advisory Board

9. French Menu Terms

For many years the French were considered to produce the ultimate in fine cooking. Good restaurants take pride in engaging a French chef and serving French food, which has influenced both the language of the menu and the language of the kitchen. Even today, a waiter finds it helpful to know at least some basic French menu terms:

French Term	Definition	Pronunciation
Agneau	Lamb	ahn-yo
Aigre	Sour	aygr
Ail	Garlic	eye
Aileron	Wingbone	ay-luh-rawn
Allumette	Match stick potatoes	ah-loo-met
Alsacienne	Alsation style; usually served with saur-kraut	ahl-sah-seeyan
Amandine	With almonds	ah-mawn-deen
Américaine	American style	ah-mair-ee-ken
Ananas	Pineapple	ah-nah-nah
Anchois	Anchovy	awn-schwah
Andalouse	With tomatoes & peppers	awn-dah-loos
Auguille	Eel	awn-ghee
Argenteuil	With asparagus	ahr-zhawn-toy
Artichaut	Artichoke	ahr-tee-show
Asperges	Asparagus	ah-spayrge
Aspic	Decorated jellied piece	ah-speak
Aubergines	Egg Plant	oh-bare-zheen
Béarnaise	In America, a sauce similar to hollandaise, fortified with meat glaze, and with tarragon flavor predominating	bair-nez
Bécasse	Woodcock	bay-khace
Béchamel	Cream sauce	bay-shaw-mel
Beignet	Fritter	bayn-yay
Beurre	Butter	burr
Bifteck	Beefsteak	bif-teck
Bisque	Thick, rich soup	beesk
Blanc	White	blawnk
Blanquette	Stew with white wine	blawn-ket
Boeuf	Beef	buff
Boisson	Drink, Beverage	bawh-sawn
Bouillabaisse	Fish stew	bwee-yuh-baze
Bouillon	Broth	bwee-yawn
Bouquetière	With mixed vegetables	boo-ket-yer
Bourguignonne	With onions and red Burgundy wine	boor-geen-yawn
Bouteille	Bottle	boo-tie
Café	Coffee	kah-fay
Canard	Duck	kah-nahr
Caneton	Duckling	kah-nuh-tawn
Carré	Rack	kah-ray
Cervele	Brain	sir-vel
Champignon	Mushroom	shawn-peen-yawn
Chapon	Capon	shah-pawn
Chateaubriand	Thick Filet Mignon	shah-to-bree-yawn
Chaud	Warm, Hot	show
Chevreuil	Venison	shuw-roy
Chou-Fleur	Cauliflower	shoo-flure
Choux de Bruxelles	Brussel sprouts	shoo-duh-brewzel
Cochon	Suckling pig	ko-shawn
Coeur	Heart	koor
Compote	Stewed fruit	kawn-pawt
Concombre	Cucumber	kawn-kawmbr

French Term	Definition	Pronunciation
Confiture	Jam, preserve	kawn-fee-toor
Consommé	Clear soup	kawn-saw-may
Coquille	Shell for baking	ko-kee
Cote	Rib, Chop	kaw
Crème	Cream	krem
Crème Fouettée	Whipped cream	krem-fo-et-tay
Crêpe	Pancake	krepp
Crevette	Shrimp	kruh-vet
Croquette	Patty of meat	kro-ket
Déjeuner	Breakfast, Lunch	day-zhoo-nay
Diable	Deviled	dee-abl
Dinde	Turkey	dand
Du Barry	With cauliflower	du-bahree
Eau	Water	oh
Ecrevisse	Crayfish	ay-kruh-veece
Entrecôte	Sirloin steak	awn-truh-kawt
Entremets	Sweet, Desserts	awn-truh-meh
Epinard	Spinach	ay-pee-nahr
Escargots	Snails	es-kahr-go
Faisan	Pheasant	fay-zawn
Farce	Ground meat	fahrce
Farci	Stuffed	fahr-see
Filet	Boneless ribbon	fee-lay
Flambé	Flamed	flawn-bay
Foie	Liver	fwah
Foie Gras	Goose liver	fwah-grah
Fondue	Melted cheese	fawn-doo
Forestière	With mushroom	faw-rest-teeeyr
Four	Oven baked	foor
Fricandeau	Braised veal morsels	free-kahn-doe
Fricassée	Chicken or veal stew	free-kah-say
Frit	Deep fat fried	free
Froid	Cold	frwah
Fromage	Cheese	froh-mahge
Fumé	Smoked	foo-may
Gateau	Cake	gah-toe
Gelée	Jelly	zhuh-lay
Gibier	Game	zhee-bee-yay
Gigot	Leg	zhee-go
Glace	Ice, ice cream	glahce
Gratin	Brown, baked with cheese	grah-tan
Grenouille	Frog	gruh-noo-ee
Grillé	Broiled	gree-yay
Hereng	Herring	ah-rawng
Haricot Vert	String beans	ah-ree-ko-ver
Hollandaise	Sauce made with egg yolk, melted butter, and lemon	aw-lawn-dez
Homard	Lobster	oh-mar
Hors d'Oeuvres	Pre-dinner Tid-bits	or-durce
Huitre	Oyster	wheatr
Jambon	Ham	zhahn-bawn
Jardinière	With vegetable	zhahr-dan-yer
Julienne	Thin strips	zhool-yen
Jus	Juice, gravy	zhoo
Lait	Milk	lay
Langouste	Sea crayfish or rock lobster	lawn-goost
Lapin	Rabbit	lah-pan
Légume	Vegetable	lay-goom
Macédoine	Mixed fruits	mah-suh-dwahn
Maitre D'Hotel	With spiced butter	maytr-doe-tell
Marmite	Beef Consomme	mahr-meet
Meringue	Beaten egg white	meh-rang
Meunière	Pan fried and served with brown butter	moon-yer
Mignon	Dainty	mee-yawn
Mornay	Cheese sauce	mor-nay
Mousse	Whipped foam	moose
Mouton	Mutton	moo-tawn
Nantua	Lobster sauce	nahn-too-ah
Naturel	Plain	nah-tew-rel
Noir	Black	nwah
Noisette	Hazelnut	swah-zet

French Term	Definition	Pronunciation	French Term	Definition	Pronunciation
Nouille	Noodle	noo-ee	Riz	Rice	ree
Oeuf	Egg	uf	Rognon	Kidney	rawn-yawn
Oeufs Pochés	Poached eggs	uf-paw-shay	Roti	Roasted	ro-tee
Oie	Goose	wah	Roulade	Rolled meat	roo-lahd
Oignon	Onion	awn-yawn	Saumon	Salmon	saw-mone
Pain	Bread	pan	Sauté	Pan fried in butter	saw-tay
Paté	Meat pie	pah-tay	Sel	Salt	sell
Pâtisserie	Pastry	pah-tee-suh-ree	Selle	saddle	sell
Pêche	Peach	pesh	Sorbet	Sherbet	sawr-bay
Petit	Small	puh-tee	Soufflé	Whipped pudding	soo-flay
Poire	Pear	puahr	Tasse	Cup	tahce
Pois	Peas	puah	Tête	Head	tet
Poisson	Fish	puah-sawn	Tournedos	Two small tenderloin steaks	toor-nuh-do
Poitrine	Breast	puah-treen	Tranche	Slice	trawnsh
Pomme	Apple	pawn	Trouite	Trout	trew-eet
Pomme de Terre	Potato	pawn-duh-ter	Veau	Veal	vo
Potage	Soup	poh-tahge	Veloute	White sauce made from fish, chicken, or veal stock	vuh-lootay
Pot Au Feu	Boiled beef with a variety of vegetables and broth served as a meal	paw-toe-foo	Vichyssoise	Hot or cold potato and leek soup	vee-shee-swahz
Poulet	Chicken	poo-lay	Viennoise	Vienna style, breaded	vee-yen-wahz
Purée	Sieved food	poo-ray	Vinaigrette	Dressing with oil, vinegar and herbs	vee-nay-gret
Quenelle	Dumpling	kuh-nel	Volaille	Poultry	vo-lie
Ragout	Stew	rah-goo	Vol Au Vent	Patty shell	vole-oh-vawn
Ris	Sweetbread	ree			

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10. Dining Room Service Check

The check list given below may be used by "special guests" checking on service at the request of management or circulated among selected patrons at periodic intervals. Ideally, the staff should not be aware that a check is being made so that the rating will be upon "normal" service. The completed form can be used in staff briefing sessions.

Time service completed:

Your check No. (from stub) _____

Waiter's No. (from stub) _____

Your Host (or Hostess):

Did anyone greet you? Yes ☐ No ☐

Did the greeting seem: (Check appropriate words.)

_____Routine?

____Lacking in spirit?

_____Indifferent?

Yes ☐ No ☐

Yes ☐ No ☐

Yes ☐ No ☐

Yes ☐ No ☐

Yes ☐ No ☐

Yes ☐ No ☐

Yes ☐ No ☐

Was the manner of the host (Check appropriate words):

 Bored?

_____ Did he smile?

Did he make any comment? Yes ☐ No ☐

If so, was his voice: (*Check proper word*)

____Pleasing and clear?

____ Difficult to hear?

____ Harsh or too loud?

Any comment about the host?

Posture and general appearance: ☐ Good ☐ Fair ☐ Poor

Personal: _____ Hair neat? _____ Clothing neat and

appropriate?

Other comments:

CASHIER'S RECORD

Date _____

[illegible]

Record form to keep waiters' performance separately.

Your Waiter or Waitress: (Check appropriate words)

Voice: ☐ Clear and pleasing **Manner:** ☐ Courteous
☐ Difficult to hear ☐ Indifferent
☐ Harsh or too loud ☐ Flippant

Were you served: ☐ Quietly and efficiently? ☐ Awkwardly?
☐ Carelessly? ☐ Too slowly?

Time: Order was taken within _____ minutes after you were seated.
Food was served within _____ minutes after your order was taken.
Did your waiter repeat your order to you? Yes ☐ No ☐
Was the food served as you ordered it? Yes ☐ No ☐
If you requested substitutes, did he handle them easily? Yes ☐ No ☐
Was the dessert order taken and served promptly? Yes ☐ No ☐
Was your check ☐ legible?
☐ correct?
☐ given promptly?

Service:

Did the waiter greet you? Yes ☐ No ☐
Offer suggestions? Yes ☐ No ☐
Was your water glass refilled? Yes ☐ No ☐
Were you offered more rolls? Yes ☐ No ☐
Have to ask for added silver? Yes ☐ No ☐
Did he offer a final greeting? Yes ☐ No ☐
Was his grammar ☐ Satisfactory? ☐ Poor?

Posture and general appearance: ☐ Good ☐ Fair ☐ Poor

Hair neat? Yes ☐ No ☐ Uniform neat? Yes ☐ No ☐

Waitress:

Hair net worn? Yes ☐ No ☐ Excessive perfume? Yes ☐ No ☐
Apron neatly tied? Yes ☐ No ☐ Excessive makeup? Yes ☐ No ☐
White shoes clean and in good condition Yes ☐ No ☐
Jewelry other than wristwatch and ring? Yes ☐ No ☐

Waiter:

Hair short and neat? Yes ☐ No ☐ Tie neatly tied? Yes ☐ No ☐
Jacket neat and clean? Yes ☐ No ☐ Trousers pressed? Yes ☐ No ☐
Collar neat and clean? Yes ☐ No ☐ Shoes neatly shined? Yes ☐ No ☐

Atmosphere

Was dining room: ☐ Wet or dirty ☐ Littered ☐ Clean

Temperature and ventilation: ☐ Good ☐ Fair ☐ Bad

Was there unnecessary noise in handling dishes? Yes ☐ No ☐
☐ From "behind the scenes." ☐ In the dining room?

Was your table clean? Yes ☐ No ☐

Items on it neatly arranged? Yes ☐ No ☐

Was the music: ☐ Too loud ☐ Too soft ☐ Agreeable to you?

Other Comments:

General

Were china, glassware and silverware thoroughly clean? Yes ☐ No ☐

Was the general atmosphere attractive to you? Yes ☐ No ☐

Was the general appearance of the personnel ☐ Good ☐ Fair ☐ Poor

Remarks on service:

Anything outstanding (good or bad):

Remarks of nearby guests:

Miscellaneous comments:

Menu for the First "Oscar" Dinner

Below is the menu for the first "Oscar" Dinner held by the Geneva Executive Club on October 12, 1953, at the Waldorf-Astoria, to honor "Oscar of the Waldorf" (Oscar Tschirky). Mr. Tschirky (1866-1950) was a member of the International Geneva Association.

Mr. Tschirky came to America from Switzerland in 1883. After connections in several of the "best places" including the famous Delmonico's, Mr. Boldt invited him to become maître d'hôtel of The Waldorf when it was first opened in 1893. Oscar served The Waldorf-Astoria for more than fifty years, during which time he established patterns of dining and etiquette and created fashions in food and service that gained for him an international reputation as a peer in his chosen field.

Menu

Beluga Molassol Caviar

Galettes Persane

Besserat 1947 Magnums

—

le Consommé Bon Vivant

les Paillettes Dorées

—

Terrapin à la Baltimore

Chablis Vaillon 1950

(Estate bottled by Marcel Servin)

—

l'Agneau de Près-Salé

les Haricots Verts Sauté

les Pommes Nouvelles

Château Lascombes 1950

—

le Cornet de Jambon de York

Strasbourgeoise en Aspic

les Coeurs d'Endives de Bruxelles

à l'Estragon

—

la Plombière d'Alençon

Corbeille de Friandises

Château d'Yquem 1937

—

Café Haitien

Cognac Fins Bois, Château de Marsan

Private Reserve

Liqueurs



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Workshops for Executives

Workshops for executives in the hotel, restaurant, and club industry are held at frequent intervals by the School of Hotel Administration at Cornell.

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October 31 – November 4, 1960	Food Facilities Planning Workshop Co-Sponsored by the National Restaurant Association
November 10 – 12, 1960	International Society, Food Service Consultants
November 20 – 23, 1960	National Council on Hotel and Restaurant Education
January through June 1961	Seven 5-day Seminars for Vending Machine Operators and Food Operation Managers
January 1961	1-Week Short Course in Club Management for Air Force Department, Atlantic Command
January 23–27, 1961	Seventh Annual Hotel Management Workshop
April 11–13, 1961	Fourth Annual Howard Johnson Agents' Seminar
April 17 – 19, 1961	American Hotel Trade Association Executive Workshop
August 1961	Sixth Annual Club Managers' Short Course

For information concerning registration, housing, and fees write to: Professor J. William Conner
Workshop Director, Statler Hall
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